A NEW VISION FOR COMMUNITY LIVING

... a vision of choice and change

Report of the

Community Living Transition Steering Committee

to the Honourable Gordon Hogg

Minister of Children and Family Development

British Columbia

FINAL REPORT

AS APPROVED BY THE

COMMUNITY LIVING TRANSITION STEERING COMMITTEE

OCTOBER 22, 2002

NOTICE TO READER

This is the Final Report of the Community Living Transition Steering Committee. Formal approval of this report took place on October 22, 2002 as evidenced by the signatures affixed to the report on the following pages.

The members of the Steering Committee hope that readers will take some time to provide comment and feedback on the report and the recommendations included in the report. To facilitate this, the Steering Committee's website [www.cltsc.bc.ca] and the MCFD website [www.mcf.gov.bc.ca] both provide a means of direct and immediate access via email. Written comments can be sent to:

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Community Living Transition Steering Committee
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Section 9
Appendices

This section contains:

- Planning Committee Final Reports
    - *Governance*
    - *Accountability and Information Transfer*
    - *Individualized Funding and other Planning Options*
    - *Services to Children with Special Needs*
- Report of the Steering Committee's Communication Planning Committee [including an overview of public meetings, video conferences and input mechanisms]
- Report of the Human Resource and Finance Planning Committee on the terms of transition
- Minutes of all Steering Committee meetings

Governance Planning Committee – Final Report

Introduction

At its meeting on May 17, 2002, the Community Living Transition Steering Committee established six Working Groups to undertake the detailed analysis and planning needed to fulfill the Steering Committee's mandate.

One of these Working Groups was the Governance Planning Committee, consisting of the following members:

- Laney Bryenton, BC Association for Community Living (Chair)
- Al Etmanski, Planned Lifetime Advocacy Network and Parent
- Muriel Hansen, Ministry of Children and Family Development
- Graham McMynn, Western Human Resource Corp.
- Bryce Schaufelberger, Self-advocate
- Ellen Tarshis, Victoria Association for Community Living
- George Watts, Imhahup Consulting Group

Committee membership was subsequently expanded with the addition of:

- Jane Holland, Advocate for Service Quality
- Karl Egner, Kardel Consulting Services Inc.
- Ron Whittaker, Parent

Primary consulting support was provided by George Morfitt, former Auditor General for British Columbia, and Principal, Capacity Development Network. Additional support was provided by Jeffrey Roy, Luc Juillet and Denis Desautels of the University of Ottawa Centre for Governance.

The Committee met on a bi-weekly basis from May through September to determine the best new governance structure for the effective delivery of community living services to adults with developmental disabilities, children with special needs, and their families throughout British Columbia. It also met with other Steering Committee Working Groups, other organizations, and specialists in the field of governance. The Governance Planning Committee carefully considered a wide range of options and models drawn from local, national, and international practice and experience.

This report presents a summary of the issues addressed by the Governance Planning Committee, the Committee's recommendations and rationale.

Summary

The key element of the Committee's recommendations are that a new governance structure for community living service be established that will end government's role as a direct provider of community living services to adults with developmental disabilities, children with special needs, and their families, while ensuring that government remains responsible for providing appropriate levels of resources for these services.

The new governance structure is recommended in order to place individuals with disabilities and their family members in a position of influence over future decisions affecting their quality of life. The recommended changes will provide individuals with disabilities and their family members with opportunities for direct involvement in decision-making at important governance and program delivery levels.

- A new Authority called Community Living British Columbia be established by legislation to assume operational responsibility for community living services throughout the province. Community Living British Columbia will have the capacity to introduce innovations such as individualized funding.
- The new Authority be structured as a corporation, with a Board of Directors that includes adults with developmental disabilities, family members of adults with disabilities, and parents of children with special needs, nominated by communities, and appointed by Order-in-Council.
- A new Planning and Support Commission (the new Commission) be established to provide individuals and families with planning and support services in relation to individualized funding and other services provided by the new Authority.
- The new Commission will have strong links to and presence in communities throughout the province, governance that includes people with disabilities and their families, and operational independence from the new Authority.

Additional information, background and detail can be found by referring to the recommendations of the Planning Committee and are discussed further in this report.

Issues, Recommendations and Rationale

***Issue 1**: The Community Living Transition Steering Committee must have a clear purpose statement.*

Recommendation 1

That the Purpose Statement below be included in the final report of the Steering Committee and in any preamble to legislation or in the introductory remarks when the legislation is introduced in the Legislature.

Purpose Statement

The new governance structure will end government's role as a direct provider of community living services to adults with developmental disabilities, and children with special needs, and their families, while ensuring that government remains responsible for providing appropriate levels of resources for these services and supports.

Rationale

The government of British Columbia intends to establish a Provincial Authority for the governance and management of the provision of community living services to individual adults with disabilities, children with special needs, and their families. The overarching purpose of this new Authority should be clearly stated.

***Issue 2:** The key policy rationale for the transition to a system of community-based governance for community living services must be captured for use in the legislation creating the new system and in documents communicating the nature of the transition.*

Recommendation 2:

That the policy rationale reflects the following statements:

The new Authority shall:

- Put individuals with disabilities and their family members in control of future decisions affecting their quality of life and provide them with opportunities for direct involvement in decision-making at important governance and program delivery levels;
- Have significant policy-making authority independent of government;
- Have the capacity to establish policies and regulations that begin with a premise of trust in relationships, and act to remove barriers to individuals, families, and communities finding their own solutions to the challenges they face and provide support when they cannot;
- Build on the existing capacity within communities represented by private, non-profit and government service providers;
- Foster an environment in which creativity, innovation, and effectiveness are recognized and rewarded;
- Provide the means of ensuring local community input and influence over policy;
- Provide individuals and families with an independent action oriented watchdog/ombudsperson function, including the capacity to receive appeals
- Create the capacity to deliver support to individuals and families in the form of individualized funding, as an option; and
- Find ways and means of encouraging new sources of funds into the disability services system, including recognizing those contributions within the tax system (i.e. community, corporate and family).

Rationale

These policy statements send a strong signal with respect to anticipated changes in direction, focus, and culture of the new Authority.

***Issue 3**: The new Authority requires a name.*

Recommendation 3

That the name of the new Authority be "Community Living British Columbia."

Rationale

This name was preferred over several others considered by the TSC.

***Issue 4:** There is a need to respond to the clear community interest in having the new Authority established by legislation.*

Recommendation 4

That there be created a provincial Authority, established by legislation, to provide community living services in British Columbia and as much as is practical and reasonable, the powers and responsibilities of the Authority be reflected in that legislation.

Rationale

There is a clear community interest in having the new Authority established by and supported through legislation.

***Issue 5:** The new Authority must be a legal entity with the appropriate rights, powers and privileges that enable and authorize it to fulfill its mandate.*

Recommendation 5

That the new Authority be a corporation and that the Minister of Children and Family Development be the sole member of the Authority.

Rationale

The Committee examined every conceivable model and structure including the society, the co-operative, and the corporation, and this recommendation will ensure overall government responsibility while allowing operational autonomy for the new Authority.

The Minister should retain ultimate responsibility for service delivery and use of public funds. This approach will ensure government ownership, as specified in the Minister's letter of April 10, 2002.

Issue 6: The governance structure of the new Authority must be defined.

Recommendation 6

That the governing body of the new Authority be a Board of Directors determined as follows:

- 13 residents of British Columbia appointed by Order-in-Council from nominations provided to the Minister by the Authority through the Nominating Committee
- Nominations and appointments must adhere to the following guidelines:
- A minimum of one [1] Director must be from each of the five MCFD Regions.
- A minimum of seven [7] Directors [being 50% plus 1] must be individuals with developmental disabilities or family members of individuals with developmental disabilities.
- Of these 7, at least two [2] Directors must be family members of minor children with special needs and two [2] Directors must be individuals with developmental disabilities.
- Nominations and appointments must reflect the skill and experience requirements of the new Authority including legal, financial, and business knowledge and expertise.
- Directors shall be appointed for a three-year term and be eligible for reappointment for a second three-year term.
- Directors' terms shall be staggered to ensure continuity.
- Directors shall receive compensation for the fulfillment of their duties in accordance with guidelines approved by the new Authority and consistent with government standards and shall be eligible to receive reimbursement of all approved expenses.

And that a process be established by the legislation, regulations, or policies to ensure that local and/or regional organizations of individuals, family members, and community persons can nominate people for appointment as Directors of the new Authority.

Rationale

A fundamental element of community support for the proposed changes is contingent on having individuals with disabilities, and their family members comprise the majority of the Board. At the same time, this commitment must be balanced with the need to ensure that the Board contains broader community representation and specialized skills commensurate with it's mandate.

It is imperative that local community organizations, both formal and informal, be empowered and provided with the means and capacity to nominate people for appointment to the Board of Directors.

***Issue 7:** The new Authority's Board of Directors must have a Chairperson.*

Recommendation 7

That the Chairperson be elected annually by a majority vote of the Board of Directors.

Rationale

The Board of Directors itself is best suited to determine who has the greatest skills and abilities to serve as chairperson.

***Issue 8:** The Board of Directors will require certain standing committees to fulfill oversight and accountability obligations.*

Recommendation 8

That the Board of Directors establish committees of the Board as necessary to fulfill its mandate and properly reflect the communities it serves.

Rationale

The Board of Directors should establish those committees it considers necessary to assist it in carrying out its responsibilities.

***Issue 9:** A Joint Policy Directorate will be appointed by the Minister to oversee funding and policy decisions for certain children's programs with shared responsibility bridging two or more authorities. The relationship with this directorate is very important to children's programs and to families with minor children.*

Recommendation 9

That the Board of Directors of the new Authority appoint to the Joint Policy Directorate a board designate who understand children's issues.

Rationale

There needs to be a direct link between the designated representative for children's issues on the Board of Directors of the Authority and the Joint Policy Directorate.

Issue 10: The powers of the new Authority need to be defined.

Recommendation 10

That the powers of the new Authority include, but not be limited to, the following:

- the rights, powers and privileges that enable and authorize the Authority to fulfill its mandate
- the making of bylaws respecting the conduct of its activities
- to enter into agreements with government or other public or private bodies
- recruitment and selection of the CEO
- appointment of officers
- appointment of members of the planning and support commission
- to engage or retain by contract, secondment or any other agreement, service providers, specialists, professionals and consultants necessary to fulfill the mandate and responsibilities of the authority including the power to contract for services and functions presently provided by Ministry staff
- to borrow money with the permission of the Minister of Finance
- to acquire and dispose of real or operational property
- receive and take title to real and operational property from government
- to make direct payments to individuals and families
- to retain any operating or capital surplus

Rationale

The powers are consistent with those required to fulfill the mandate of the new Authority.

***Issue 11:** The responsibilities and functions of the new Authority need to be defined.*

Recommendation 11

That the new Authority's overall responsibility be to provide all community living services and supports to adults with disabilities, children with special needs, and their families, and the required tertiary and support services. The functions and requisite powers to meet these responsibilities shall include, but not necessarily be limited to, the following:

- Strategic and operational planning
- Financial management
- Asset management

- Administrative and management services
- Systems management
- Inter-ministerial liaison
- Liaison with Ministry of Children and Family Development
- Liaison with the Joint Policy Directorate
- Legal services
- Communications
- Policy development
- Contract management, planning and coordination
- Planning for tertiary services
- Eligibility assessment/determination
- Funding determination
- Conflict resolution mechanisms and internal appeal processes
- Waitlist management
- Critical incident and crisis management
- Guardianship for children with special needs
- Adult guardianship (designation under Part 3 of the Adult Guardianship Act)
- Support for adults without unpaid/independent personal supports or adults who are at risk
- Community development and capacity building

Rationale

This recommendation is consistent with the purpose and the policy goals of taking the Ministry of Children and Family Development out of a direct role in providing service and supports to adults with developmental disabilities, children with special needs, and their families.

Issue 12: Although detailed operational planning will take place in the next phase of the community governance transition process, the operational presence of the new Authority needs to be clarified in the context of subsequent recommendations with regard to the establishment and operational presence within communities of the new Planning and Support Commission.

Recommendation 12

That the new Authority operate from one efficient central location with minimal regional or community offices. The organizational structure is to be constructed such that regional and community operational requirements are overseen by staff dedicated to those areas. Wherever possible, regional and community operational requirements shall be met through existing and new arrangements with community service providers and other agencies. Best use will be made of existing community capacity while encouraging the development of new community capacity.

Rationale

In consideration of the responsibilities of the new Authority and the nature of the specific duties required to fulfill those responsibilities it is possible to maintain service quality while substantially reducing regional and community infrastructure costs thereby enabling the reassignment of scarce resources to direct services and supports.

Issue 13: There is a need to define the overall framework of the relationship between the new Authority and government to provide an overview of the new system.

Recommendation 13

That the relationship between government and the new Authority includes, but is not be limited to, the following and that the terms of the relationship be defined in legislation, regulations, memorandum of understanding, bylaw, or policy, whichever is the most appropriate.

Overall Performance Objectives for the New Authority

- Direct provision of community living services and supports to adults with developmental disabilities, children with special needs, and their families;
- Provision of the capacity, together with government, to establish policies and regulations: based on a premise of trust in relationships;
- that act to remove barriers to individuals, families, and communities finding their own solutions to the challenges they face, and provide support when they cannot do so;
- to make direct payments to individuals with disabilities and families of children with special needs.
- Encouragement of new sources of funds into the community living support system, and recognition of those contributions within the tax system (i.e. community, corporate and family); and
- Provision of a permanent role for persons with disabilities and their families in whatever forums government considers community living policy.

New Authority Role and Responsibilities to the Minister

- Development and implementation of a 3-year strategic community living service plan, approved by the Minister, in a transparent and accountable environment and within approved funding.
- Operational and policy control over community living services to an extent limited only by the statutory obligations of the Minister.
- Provide service and support within financial parameters set by the Treasury Board and government.
- Ensure services and supports meet outcomes requirements set by the Minister.
- Creation of new and innovative service supports including individualized funding as an option for individuals and families.

Minister's Role and Responsibilities to the New Authority

- Maintain ownership of and exercise statutory due diligence over the operations of the new Authority;
- Approve the 3-year strategic community living service plan;
- Provide system-wide service delivery funding; and
- Monitor the performance of the entire service delivery system against outcomes set out in the service delivery plan and approved by the Minister.

Critical Issues Management

Either party may determine a matter to be a critical issue, with such determination to be in the context of respective and overall roles, responsibilities and accountabilities. Critical issues are to be managed in accordance with a protocol to be established between the Ministry of Children and Family Development and the new Authority.

Dispute Resolution

In the case of an unresolved dispute between the Ministry of Children and Family Development and the new Authority, each party shall appoint a representative who shall, in turn, agree upon a third person to act with the two representatives in forming a dispute resolution panel to seek to resolve the dispute subject to the limitations of the law. Decisions of the panel are final.

Delegated Agency in Relation to Adult Guardianship

The Ministry of Children and Family Development [MCFD] is currently named as the "Designated Agency" in Part 3 of the Adult Guardianship Act. In practice, the Community Living Social Workers will respond to all calls of abuse, neglect, and self-neglect of any adult 19 years of age and older with an intellectual disability. If the adult is found to be incapable, a Support and Assistance Plan will be drawn up and the adult will be offered the required services.

The new Authority should be named in legislation as the "Designated Agency" in Part 3 of the *Adult Guardianship Act* to replace the Ministry of Children and Family Development.

Relationships with Other Ministries of Government, Public Agencies, and Boards

That the new Authority enter into memoranda of understanding with other ministries, boards, and agencies having a direct interest in or influence over the delivery of community living and related services and supports in BC. These may include MOU's with Ministries of Health, Education, Human Resources, Attorney General, and Finance.

As with the Ministry of Children and Family Development, the terms of the relationships between the new provincial Authority and other entities in respect of service delivery, should be specified in writing.

Rationale

This is a comprehensive and complicated delegation of authority to a community governance body involving the transfer of considerable responsibility and resources presently within the exclusive control of government. It is anticipated that all mechanisms of defining the terms of the relationship between the government and the new Authority will be required including legislation, regulations, bylaws, policies and memoranda of understanding.

Issue 14: A new independent Planning and Support Commission as recommended by the Individualized Funding Planning Committee is a fundamental component of the new Authority's governance structure.

Recommendation 14

That a new Planning and Support Commission be created by legislation in accordance with the following terms, conditions, characteristics, responsibilities and authority:

The Board of Directors of the new Planning and Support Commission be comprised of five members, who shall be appointed by the Board of Directors of the Authority with:

- at least three [3] members to be individuals with disabilities or family members of adults with disabilities or children with special needs
- a nomination process to be established by the Board of the new Authority to enable individuals, families, and other interested community people to nominate individuals for appointment as members of the Commission
- the members of the Commission compensated for their services to the Commission in accordance with the government standards.
- the new Commission members shall appoint a Commissioner who shall be the Chief Executive Officer of the Commission

- the new Commission shall establish operations, policies, and bylaws consistent with the recommendations of the Individualized Funding Planning Committee
- the new Commission shall have a mandate to provide independent planning services, support, and advice to individuals and families at the community level through the establishment of community-level centres in larger communities and community-level staff in smaller communities.

Rationale

The new Commission is required to provide planning services, support, and advice to individuals and families at the community level.

Issue 15: ***Of major interest to individuals, families, and communities are the community development opportunities presented by the creation of the new Authority and a new Planning and Support Commission (the "new Commission"). It is necessary to determine basic principles of policy and operation of both the new Authority and the new Commission in relation to community development.***

Recommendation 15

That the new Authority and the new Commission be guided by the following principles and operational policy guidelines:

- that the stimulus and encouragement of community development efforts and initiatives be a primary objective of the Authority
- that in fulfilling this objective the new Authority and the new Commission shall at all times endeavour to create capacity in communities to perform functions previously within the domain of the Ministry [e.g. crisis management, case management for children and dependent adults] by contracting at the community level
- that contractual relationships with service providers include provisions to support existing community development initiatives and to foster new initiatives
- that planning and support centres provide support and encouragement to community development initiatives

Rationale

The new Authority and new Commission must not attempt to replace existing community development initiatives and capacity at the community level. Instead, they should take advantage of and build upon that capacity. This would include looking through a community capacity "lens" at every function that was formerly provided by staff of the Ministry and seek to contract these functions through new and existing agencies.

Issue 16: High quality communications among the new Authority, the new Commission, communities, families and individuals must be developed and maintained.

Recommendation 16

That the new Authority, and the new Commission be required to foster and maintain an effective two way communication with individuals, families and communities including but not limited to:

- providing regular user friendly information exchange mechanisms in both electronic and paper format;
- regular reporting to communities;
- providing, through contractors to the new Commission, the means by which individuals, families, and other interested parties can provide feedback to the Board of Directors of the new Authority; and
- ensuring that there are community-level nomination processes for appointment to the Board of Directors of the new Authority and to the new Commission.

Rationale

Information exchange between the governance levels of the Authority and the Commission and the community are essential to meeting basic accountability responsibilities to individuals, families. There will be new input and feedback mechanisms to augment existing mechanisms to influence the authority both with respect to operation and policy:

- Individualized funding in its own right allows increased influence
- Family and individual representation:
- on the Board of the Governance Authority
- on Standing Committees of the Board of Directors of the Governance Authority
- on the Planning Support Commission
- Reporting processes that lead to the Minister, the Legislature or the Auditor General
- 3 year financial and operational planning will adhere to the new transparency requirements of government
- Authority and Commission reports will go to the Office of the Auditor General

- Governance and Commission policies encourage local, community-based input and feedback
- There will be a process to allow an independent appeal of eligibility decisions
- Including some responsibilities for community development/capacity building into contract expectations of service providers
- Planning Support Commission staff have responsibility to encourage and stimulate initiatives that build capacity in communities
- There would be no change in traditional political processes through MLA's, Cabinet Ministers, etc.
- External appeal processes such as the Office of the Ombudsman

These existing or augmented mechanisms will ensure that individuals and families have the opportunity and means to influence the direction of policy at the governance level and operational decisions made by Authority and Planning Support Commission staff.

Conclusion

The Governance Planning Committee is confident that these recommendations provide a solid governance foundation upon which the transformation to a new system of community living service delivery can be successfully completed. The principles, structures, and mechanisms described above represent a vast improvement over the status quo, and will be widely supported by adults with a disabilities, families, and communities.

Accountability and Information Transfer Planning Committee – Final Report

Membership

Jane Short [TSC Member, Parent, Vancouver], Chair of the Planning Committee

Peter Cambridge [TSC Member, MCFD Social Worker, Kelowna]

Richard Little [Service Provider, Penticton]

Jackie Maniago [Parent, North Vancouver]

Chris Thomas [Service Provider, Surrey]

Lynn Rolko [TSC Member, Parent, Victoria]

Jack Styan [Service Provider, Burnaby]

Susan Whittaker [Parent, Vancouver]

Introduction

The government of British Columbia intends to devolve authority and responsibility to a Provincial Authority for the governance and management of the provision of community living services to individuals with disabilities.

Under this new arrangement, the government requires of the Provincial Authority that it provide appropriate assurance with regard to its management of public funds and stewardship of public assets through a regular cycle of agreement and reporting on results, in other words, accountability for performance.

The effectiveness of the accountability relationship is based on a common understanding of, and clear commitment to, the goals and principles that support the relationship (Part 1), the respective roles of the parties and the nature of the accountability information (Part 2) and the principles that govern the management of performance information (Part 3).

The Accountability and Information Transfer Committee's work included some particularly in-depth discussions and assessments of a number of issues. Although all of the issues the Committee dealt with are important to the success of the community living initiative, the ones that required more deliberation are summarized below:

Nature of accountability

The Committee based its work on the following definition of accountability: the obligation to account for a responsibility conferred. As such, the work of the Committee focused on developing a framework to support the provision of assurance with respect to responsibilities for the management of public funds and the stewardship of public assets as determined by the governance function. In those instances where the Committee's deliberations touched on aspects that were the purview of the governance function, for example the role of the board of the authority, or on other subjects outside its accountability related mandate, the results of the Committee's work were referred to the appropriate committee.

On a number of occasions during which Committee members met with others involved in the transition work, the Committee was asked whether and how "the authority would be accountable to parents, individuals, families,..." The accountability framework that is presented in this report calls for transparent and participative communication of performance information among all stakeholders in, and constituents of, the new authority, and further specifies that performance should be assessed and reported on, among others, from the perspective of quality of life for persons with a disability and families with children with special needs. To the extent that responsibilities conferred by stakeholders and constituents are clearly established and accepted at the outset, the accountability framework and information transfer frameworks presented in this report unambiguously establish the obligation and overarching mechanisms to account validly, regularly and publicly for the appropriate discharge of those responsibilities.

Nature of performance

Because responsibilities conferred by the governance function will be performance based, i.e. results focused, the accountability information used to provide assurance on performance will include measures and assessments of achievement of results. It is important to be clear that the accountability and information framework developed by the Committee and presented in this report, addresses the performance of entities such as projects, programs and organizations, and not the individual situation of persons and families.

Accreditation

As part of its assessment of performance management approaches appropriate for providing assurance, the Committee closely examined the accreditation approach. It found that accreditation is one of a number of valid approaches for improving organizational performance and that, as with all performance related tools, its usefulness should be assessed in relation to the specific needs and circumstances of individual organizations.

Family and children

The family and children's committee worked closely with the Committee to make sure that the accountability and information frameworks presented in this report took into account the distinct characteristics of the situations of families of minor children with special needs. Specific distinctions are made in the report where required for appropriateness and clarity and to the extent that they fall within the accountability and information transfer mandate of the Committee.

Community Care Facilities Act

The Committee further examined the application of the Community Care Facilities Act and its impact on community living services. While determining that minimum standards are required, and should be monitored and enforced to minimize risks to persons, a set of processes more appropriate to community living should be developed by the authority.

Part 1 - Public Policy Framework – Goals and Principles

In the context of the policy goals below, 'families with children' refers to natural families or legal guardians of minor children with special needs and "individual adult' is defined as a person with a developmental disability who has reached the age of majority, either of which receive services, support or funding either from the authority or through the authority.

This distinction reflects the legal and moral role of families towards their minor children and further acknowledges and respects that provision of services (to children with special needs and their families, and to individual adults) have both shared and unique characteristics.

Accountability is a cornerstone of the new authority and it will exist between all parties involved in the delivery of community living services to individual adults and families with children in BC:

- the new authority and the provincial government,
- the new authority and other levels of government,
- the new authority and other authorities,
- the new authority and individuals and families [both those receiving services and those needing services],
- the new authority and the community, and,
- the new authority and service providers.

The committee has worked to establish a set of policy goals and principles to guide parties in the development and implementation of accountability frameworks that address the performance and reporting responsibilities in the broad areas of finance, service quality, and outcomes.

As well, these policy goals and principles create a "lens" through which the practical recommendations, both legislative and non-legislative, can be considered by the committee and ultimately by the TSC. This lens is a work in progress as we continually learn more about the challenges of implementing a transparent accountability framework.

This report addresses specifically the development and implementation of the external accountability framework between the new authority and the provincial government, as well as the new authority's internal accountability mechanisms. It also speaks to the management of information related to accountability requirements and practices.

Policy Goals

Accountability, information transfer and information management for the new authority will be implemented by policies that:

- begin with a premise of trust and respect in all relationships;
- support due diligence and equity;
- remove barriers to families with children, individual adults and families, service providers and communities finding their own solutions;

- utilize public funding in the best manner possible;
- meet standards of financial performance consistent with financial security and reporting requirements of government;
- determine, manage and evaluate results in terms of the responsible management of public funds and in terms of each individual's relationships with family, friends and community; in particular, outcomes shall be framed in terms of the best interests and optimal quality of life of the individual adult or that of children and their families as the case may be;
- ensure that accountability mechanisms are not punitive;
- ensure that accountability information requirements do not impede the performance of services;
- respect the knowledge and experience of families with children, individual adults and their families and friends, and service providers;
- respect the dignity and privacy of the individual; and
- ensure that all information used for governance, accountability and management purposes meets the standards of

  (a) usefulness;

  (b) necessity;

  (c) economy;

  (d) reliability and validity;

  (e) accessibility;

  (f) transparency;

  (g) privacy and confidentiality; and

  (h) respect the dignity and privacy of the individual adult and of families with children.

Principles

Financial Accountability

1.1 The authority will meet or exceed standards set for crown corporations with regard to the management of funds, monitoring and reporting of expenditures and responsibility for safeguarding the public interest in those funds.

1.2 The authority will set and monitor standards of financial management and accountability that ensure that funds delegated to organizations, individual adults and families or families with children are used for the purpose intended.

1.3 The authority will establish and maintain an accounting system satisfactory to the minister and will, whenever required, render in the form specified by the minister detailed accounts of revenues and expenditures of the corporation for the period or to the day the minister designates.

1.4 The fiscal year of the authority is the period of 12 months beginning on April 1 in each year and ending on March 31 in the next succeeding year.

1.5 The authority will adhere to any financial policies and directives set by the minister, the Minister of Finance or Treasury Board.

1.6 All books or records of account, documents and other financial records of the authority will at all times be open for inspection by the minister or a person designated for that purpose by the minister.

1.7 The authority recognizes that Minister of Finance may direct the Comptroller General to examine and report to the Treasury Board on any or all of the financial and accounting operations of the authority.

1.8 The authority will not run a deficit without the approval of the Minister.

1.9 The accounts and performance management activities of the authority will, at least once in every year, be audited and reported on by the Auditor General pursuant to the *Auditor General Act.*

1.10 The authority will meet or exceed standards set for crown corporations with regard to the management of funds, monitoring and reporting of expenditures and responsibility for safeguarding the public interest in those funds.

1.11 The authority will set and monitor standards of financial management and accountability that ensure that funds delegated to organizations, families or individuals are used for the purpose intended

Accountability for Performance

Outcomes Determination, Management and Evaluation

- "Services outcomes" are defined generally as measurable results of service(s), support(s) or funding provided to individual adults, families with children, and a community and may be immediate or long term in nature.
- "Personal outcomes" are results that specific individual adults or families with children seek to achieve through specific services, supports or funding.
- The individual adult, with family and friends, or families with children will be responsible for determining their own personal outcomes.

- Achievement of personal outcomes will be assessed by the individual adult, with family members and friends, and by families with children.
- The authority will be responsible for allocating and managing the resources available to it in a manner that best supports the individual adult and families with children in achieving the intended personal outcomes.
- Services outcomes will focus on, but not necessarily be limited to, the quality of the relationships between an adult with a disability, their family, friends and their community or between families with children and their community.
- Services outcomes will be evaluated within a framework that enables and respects meaningful participation of the individual adults, family members and friends, families with children, and service providers.
- Evaluation of services outcomes will be based on respect for the choices made by the individual adult with their family and friends, and families with children.
- Services outcomes will be evaluated and reported in such manner the respects and preserves the privacy of the individual adult and their family, and families with children.

Services Determination, Management and Evaluation

- The authority will be responsible for setting the overall level and minimum standards of quality of services, in order to achieve stated service outcomes.
- The authority will be responsible for ensuring services are provided economically, efficiently and effectively.
- Services may include, but not necessarily be limited to:
    - Support for individuals and families.
    - Provision of shelter.
    - Ensuring a friendly, personalized living environment where the individual is safe and secure.
    - Services related to individual independence including employment.
    - Services related to health and well-being.
- Services will be negotiated by the individual adult, with family and friends, families with children, the service provider and the authority.
- Services will be managed, reported and evaluated within frameworks that enable and respect meaningful participation of the individual adult, family members and service providers, and where required, are specifically designed to address the unique outcomes identified for children and families.

- Evaluation of services will be based on respect for the choices made by the individual adult, with their family and friends, and by families with children, taking into account the cost-effective use of public funds.
- The authority will develop and implement appropriate assurance mechanisms that focus on the quality of life of individual adults, of families with children, and that may include, but not be limited to: performance measurement and reporting, evaluation, value-for-money audit, organizational effectiveness assessments, accreditation processes and operational reviews.
- The authority may continue the accreditation program currently established by the ministry (CARF and COA) through to the end of the fiscal year ending March 31, 2004.

Accountability for Conduct of Business

Quality

- The authority will be responsible for ensuring that the quality of services is determined from the perspective of achieving outcomes.
- Quality assurance shall include all traditional applications of this term including safety, security and general quality of care but shall be extended to include all aspects of the relationship between the authority, service providers, individual adults, their families, families with children and others in such a way as to ensure that these relationships are always characterized by honesty, fairness and respect.
- The approach to quality assurance shall reflect the policy goal of building all relationships on trust.
- Quality assurance mechanisms will be "built" from the perspective of the community upward and outward as opposed to the traditional top down approach.
- Generally, quality assurance and other evaluative processes will not be intrusive, invasive, nor interfere with relationships between a person with a disability or a child with special needs and their service provider, their family or a community member.

Monitoring, Ombudsman or Appeal Functions

- The authority will provide a timely appeal process whereby decisions made by or on behalf of the authority may be reconsidered.
- The authority will be responsible for ensuring monitoring standards of safety, security, care and quality of life, in accordance with regulations made pursuant to the statute establishing the authority.
- The authority will provide a dispute resolution and mediation process, independent from the authority's service and support structures and

management, which will be able to intervene upon the request of an individual adult, his or her family and friends, a family of a child with special needs, or the community in any situation in which the authority delivers or funds service or support and, where direct mediation fails, make recommendations to the board for timely corrective or redeeming action.

Application of other Acts

- The *Auditor General Act* applies to the authority.
- The *Financial Information Act* applies to the authority.
- The *Freedom of Information and Protection of Privacy Act* applies to the authority.
- The Ombudsman Act applies to the authority, councils and any agency or individual contracted pursuant to this Act.
- The Financial Administration Act does not apply to the authority.
- The Public Service Act does not apply to the authority.
- The Community Care Facility Act section 2 of Bill 16 — 2002, currently before the provincial legislature should be amended to read as follows:

  This Act does not apply to any of the following:

  - (a) a school under the *School Act*;
  - (b) a school under the *Independent School Act*;
  - (c) a francophone school as defined in the *School Act*;
  - (d) a hospital or portion of a hospital as defined in the *Hospital Act*;
  - (e) a home approved as a foster home under the *Child, Family and Community Service Act*;
  - (f) a home designated as a youth custody center under the *Correction Act*;
  - (g) a school primarily providing, in the opinion of the director of licensing, educational training for children 6 years of age or older;
  - (h) a designated facility under the *Mental Health Act*;
  - (i) a home providing day care for a sibling group only;
  - (j) a designated facility under the *Community Living Authority Act*;
  - (k) a community care facility that is exempted, or is within a class exempted, under section 27 (3) (d).

Further, the statute establishing the authority should contain the following:

The authority may designate a facility or a class of facilities receiving funding from the authority for purposes providing residential care to persons with developmental disabilities for purposes of exempting that facility or class of facilities under the provisions of section 2 of the Community Care Facility Act.

Part 2 - Implementing the Accountability Framework

An accountability framework serves to determine who is accountable to whom for what, and how. The framework that follows sets out the respective roles and responsibilities of government and of the authority from an accountability perspective (who), identifies the nature of the accountability for performance information (what) and describes the mechanisms that will be used to meet external accountability obligations between the government and the authority as well as the internal performance management and accountability requirements (how).

Roles and responsibilities

The development and implementation of an effective accountability relationship requires recognition of the distinct and key roles of the minister and of the board of directors of the new authority.

The authority is a unique instrument of public purpose. Although the starting point for accountability regimes for the authority (as for the ministry) is a clear and unequivocal mandate that confers powers and identifies who is responsible for what, there is a significant difference: the authority's mandate is devolved on a collectivity — a board of directors. In the ministry, the Deputy Minister is accountable to the Minister. The parallel accountability relationship for the chief executive officer of the authority is to the board of directors.

The authority's accountability regime is thus more complex than that for the ministry because it involves not only government and the Legislative Assembly but also a board of directors. Because the governance responsibilities are shared, there is a need to clarify respective roles and decision-making authorities, as well as the degree to which each governing agent (minister, authority and service providers) is accountable for certain directions or decisions.

In this context, the board of directors functions in a stewardship capacity, and will have the statutory authority and obligation to manage the affairs and business of the authority. While the fundamental objective of the board is to act in the best interests of the authority, the board has a responsibility to ensure congruence between government expectations, corporate plans and management performance.

This new and unique governance structure represents a major shift in the way government delivers community living services. Existing accountability practices are inadequate to the task and new accountability mechanisms are required.

The minister's role and responsibilities to the provincial authority are to:

- Provide clear direction to, and exercise due diligence over, the community living Provincial Authority;
- Determine and make explicit the government's priorities in respect of the overall service delivery system;
- Provide the Authority with sufficient and appropriate funding so that it can ensure system-wide quality service delivery;

- Obtain assurance from the Authority with respect to the performance of the entire service delivery system against agreed to expectations as set out in the community living services plan.

The roles and responsibilities of the Authority's board of directors are to:

- Provide leadership in setting the authority's long-range direction.
- Approve the authority's overall strategic plan, operating goals, operating budget, performance indicators and the business/service plans established to achieve them.
- Oversee the development and implementation of a community living services plan for submission to the minister, in a transparent and accountable environment and within approved funding.
- Develop and recommend service standards and level of services for approval by the minister.
- Ensure the implementation and respect of service standards and levels of service approved by the minister.
- Coordinate the activities of the Regional and Community Advisory Councils.
- Oversee the creation of new and innovative service supports including individualized funding as an option for individual adults and families with children.
- Oversee the preparation and submission of quarterly financial and other required disclosure reports as required by the *Budget Transparency and Accountability Act*.
- Participate in identifying the principal risks of the business in which the authority is engaged, to achieve a proper balance between risks incurred and potential returns, and to oversee the implementation of appropriate systems to manage the risks.
- Appoint and monitor and evaluate the performance of, senior management, taking appropriate action as warranted, and provide for effective succession planning.
- Adopt policies and processes to enable effective communication with government, stakeholders and the public.
- Ensure the integrity of the authority's performance management, internal control and management information systems.
- See that procedures are in place to ensure statutory responsibilities are met, an effective corporate compliance program has been established, and corporate documents and records are properly prepared, approved and maintained.
- Ensure that the authority establishes appropriate and effective policies and procedures to operate at all times within applicable laws and regulations, and according to the highest ethical and moral standards.

- Approve and monitor compliance with significant policies and procedures by which the authority is operated.
- Develop practices to ensure that the board functions independently of management.

Accountability for performance

Performance measurement is a key component of an effective accountability framework and essential for good management. According to the Office of the Auditor General of BC, three aspects of performance should be measured: operational, financial and compliance[14].

Measuring operational performance involves answering the question: are the activities of, and services funded by, the authority achieving the intended results in the least costly manner. Operational performance also includes developing and maintaining the capacity to deliver results in the future.

Financial performance measurement assesses the achievement of financial objectives and the soundness of financial controls.

Measuring compliance involves assessing both compliance with applicable legislation and regulations and the conduct of business in a fair an ethical manner.

The results obtained from measuring performance will assist the authority to know how well it is doing in achieving its goals and intended results, and provide the basis for reporting on that achievement. In this context, it is critical that the Minister be very clear and specific about what it wants to achieve in setting up the authority and how the authority will contribute to those achievements. This clarity of direction then allows the appropriate performance measures to be put in place, monitored and reported.

To ensure that it will have the systems needed to measure and report on performance, the Authority must ensure that:

- Intended performance will be clearly established through the authority's budget, program and business planning processes.
- The authority's management processes will be integrated and consistently focused on key aspects of performance[15].
- The focus throughout the service system will be on intended and actual performance.
- The authority's business plans will specify goals and measures for all program areas.
- As roles and responsibilities of front-line staff and service providers are made clear, administrative and traditional contract management controls will be re-framed in exchange for clear accountability for performance.

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[14] For a detailed example please refer to Appendix 1: Accountability Information Matrix.

[15] Please see Appendix 2: Key Management Processes in the Performance Management System.

- The authority will establish personnel management systems that encourage performance.
- The authority will adapt existing and develop new information management systems to capture appropriate performance information.
- The authority will introduce outcome-based evaluation for all service areas.
- The authority will provide fair, reliable and timely reporting about intended results for all key aspects of its performance.
- The authority will strive to create a culture where results are valued.

To be accountable for performance, the Authority must make available to the minister, the Legislative Assembly and the public information that includes:

- Government-wide plans regarding intentions (strategies and measurable goals) and finances (fiscal goals);
- Government approved service standards and service levels;
- Government approved corporation rolling multi-year plans (measurable goals, performance targets, estimated full cost of programs);
- Measures of the quantity, quality and full cost of the goods and services — the outputs — by major service areas;
- Measures of the outcomes achieved by the authority and funded agencies;
- Measures of the extent of compliance with legislation and expected standards of conduct;
- Assessments of organizational capacity to deal with the future; and
- Intended and actual standards of service delivery.

Key accountability mechanisms

Key accountability mechanisms proposed for the new authority include the following:

MOU/Protocol Agreements	**A written agreement specifying the agreed accountability relationships between authority and minister, including:** ■ overall performance objectives for the provincial authority ■ provincial authority's role and responsibilities to the minister ■ minister's role and responsibilities to the provincial authority ■ provincial authority accountabilities to the minister ■ minister accountabilities to the provincial authority ■ nature and extent of communications between the parties ■ critical incident management ■ dispute resolution ■ provision for periodic review of the MOU/PA
Annual Meetings	As specified by the enabling legislation and in the MOU/PA with the minister the board will convene an annual meeting of residents of each region once in every calendar year. The agenda must include, but not be limited to: ■ presentation of the performance report for the past year ■ presentation of the audited financial statements for the past year ■ details of the current year's service and budget plans as presented to the minister; and ■ the annual report of the board.
Annual Service Plan	**Key components include:** ■ expectations of government; ■ the authorities mandate and vision; ■ specific objectives and expected results; ■ proposed service delivery structure that indicates what services will be offered, how they will be delivered, and the board's rationale in terms of how the proposed structure will meet the authority's objectives and expected results; ■ an administrative management plan describing the number and function of managers, supervisors and staff, indicating how the plan will support the proposed service delivery structure and effective contract and financial management for services and programs funded by the authority; ■ a performance management plan ■ a quality assurance and quality management plan; ■ a fiscal forecast for the authority for the fiscal year for which the estimates are presented and the following 2 fiscal years, including a statement of all material assumptions and policy decisions underlying that forecast; and
Annual Budget Plan	**A fiscal forecast for the authority for the upcoming fiscal year and the following 2 fiscal years, including a statement of all material assumptions and policy decisions underlying that forecast.**

Quarterly Financial Reports	Statements of: ■ actual revenues and expenses, and the resulting surplus or deficit, for the period from April 1 in the fiscal year to which the report applies to the end of the quarter to which the report applies; ■ the forecast of revenues and expenses and the resulting surplus or deficit for the fiscal year to which the quarterly report applies; ■ such other information as may be specified in the MOU/PA or required by the provisions of the *Financial Administration Act* or *Budget Transparency and Accountability Act.*
Program Reviews/Evaluations	**Key components include:** ■ schedule of program evaluations and reviews ■ program reports ■ external validation
Key Outcomes/ Performance Measures Report	**Key components include:** ■ statement of intended outcomes ■ planned service delivery standards ■ intended level of user acceptance ■ outcome measures ■ results of program evaluations (including details about secondary impacts) ■ actual service delivery standards ■ actual levels of user acceptance
Management Reports	**Financial Information: statement of assets and liabilities, operational statement, schedule of debts, schedule of guarantee and indemnity agreements, schedule of earnings above specified amount, management statement of the adequacy of financial controls, and any other information required pursuant to the *Financial Administration Act.***
Annual Audit Report	**Prepared by external auditor.**
Annual Report	**Key components include:** ■ report on operations, programs and services, including performance targets, benchmarks and measurement results; ■ financial statements, showing assets and liabilities, income and expenditures, and statement of changes in financial position; ■ report on quality assurance; ■ such other information as may be specified in the MOU/PA.
External Oversight	**Office of Auditor General** **Office of the Ombudsman** **Office of the Information and Privacy Commissioner**

Quality assurance

A key goal for the authority is the delivery of high-quality services and providing individual adults, families with children and communities with the information necessary to make informed choices. For this reason, quality assurance and quality management mechanisms will be important features of the authority's accountability framework.

The authority's quality assurance strategies are to:

- Develop a quality assurance policy for the authority and funded agencies
- Develop recommendations for an appropriate governance model for licensing residential facilities.
- Develop a framework for the delivery of authority sponsored programs and services.
- Develop recommendations for quality standards for the delivery CLS services.
- Develop provincial standards of access for authority funded programs and services.
- Undertake both formal and informal program evaluations and reviews.
- Establish a service framework to identify and communicate government expectations and standards in a number of key areas.
- Develop mechanisms to determine the perspectives and satisfaction of individuals, families and communities with respect to authority funded programs and services.
- Ensure that quality assurance and quality management mechanisms relating to individualized funding are designed to minimize intrusiveness and focus on the quality of life and the support of relationships that individual adults with a disability or families of children with special needs, have with their community.
- Provide an appeal process whereby decisions made by or on behalf of the authority may be reconsidered.
- Identify, develop, and implement "best practices" and systems to improve service quality for authority funded programs and services.
- Design action plans to address areas where "best practice" is not being achieved.

Part 3 - Information Collection, Management and Use

The effectiveness of accountability mechanisms hinges on the collection, management and use of appropriate performance information, i.e. information that focuses on the quality and results of services, and the transaction of that information in a manner that is transparent yet protects individual privacy.

Ownership of individual information

Historical institutional practices with regard to information collection, management and use in dealing with persons with disabilities and children with special needs and their families, have not been consistent in safeguarding their privacy and respecting their dignity. In these contexts, usually individuals and families are not treated as if they are the sole and rightful owners of their personal information.

The devolution of responsibility and authority from government to the authority has as one of its key goals the empowerment of the community, i.e. to develop the ability and capacity of the community to make decisions that affect it. In keeping with this intent, effective and recognized ownership by the individual adults and families of children with special needs, of all information that concerns them meets the goal of empowerment, and is a fundamental principle governing the transaction of information under the new authority.

Usefulness of information

Another fairly common characteristic of institutional and bureaucratic organizational behavior is the tendency to develop computerized information management systems that centralize information. These systems typically run the risk of becoming costly, complex and inaccessible constructions that take on a life of their own and are rarely useful for managing and improving on performance.

Unfortunately, occurrences of this type abound in governments. For example, commenting on his recent report: *Information Use by the Ministry of Health in Resource Allocation Decisions for the Regional Health Care System*[16], the Auditor General of BC stated: "I am concerned that the ministry lacks the capacity to use information, and has not clearly articulated its information needs for the future. This may result in wasteful expenditures on information gathering, and an ongoing inability to link budget decisions to performance and strategic priorities."

To minimize the risk of such occurrences in the new authority, a fundamental principle that will be applied to all information-related efforts is usefulness: any effort to collect and manage information should be justifiable in terms of its relevance to performance that is quality-driven and focused on quality of life results for families with children with special needs and for the individual adult.

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[16] To access the report please go to http://www.bcauditor.com/AuditorGeneral.htm or contact the Office of the Auditor General of BC at (250) 356-2627.

Importance of Trust in Accountability Information

It is important to reiterate that the authority's policy goal with respect to the transfer and management of accountability information is to ensure that all information used for governance, accountability and management purposes meets the standards of:

- Usefulness
- Economy
- Reliability and validity
- Accessibility
- Transparency
- Privacy and confidentiality
- Respect the dignity and privacy of individuals and families

Because it is a fundamental policy goal of the authority that all relationships begin with a premise of trust and respect, the authority will ensure that information will not be used for "policing" individuals or families and their community. Additionally, the authority will make every effort to ensure that accountability information requirements do not impede the performance of services.

(The Auditor General of BC's *Quick Reference Guide to Performance Measures (October 2001)* summarizes the characteristics of good performance information)[17]

Applying the principles to information management

The committee considered the goals and principles presented at the beginning of the report in relation to information management and the various issues that surround the collection, storage and use of personal information including personal health information.

The committee recognizes that the current means of collecting, managing and sharing information is not efficient or effective. It is further inconsistent with much of the proposed accountability framework that will rely on a different relationship between the authority, service providers and the individual adults and the families with children they serve.

This contemplates the vision set by the community and the Minister, which includes individualized funding as an option for those who wish it and must accommodate service and support delivery wherein the case manager may be the service provider, may be a family or the individual being served.

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[17] Please see Appendix 3 or go to http://www.bcauditor.com/AuditorGeneral.htm or contact the Office of the Auditor General of BC at (250) 356-2627

There is the added considerations created by the understanding that substantial revisions to the current *Freedom of Information and Protection of Privacy Act* are underway and there is a high likelihood of a private sector information act being introduced in coming sessions of the legislature – both will have significant impact on the work of the committee.

As a result of its discussions and research, the committee has identified some key components of an information management framework:

- The authority will be responsible for ensuring that the collection, management and use of information with respect to individual adults and families, families with children served by the authority will be governed by the principle of usefulness in that the information must be relevant to the quality of life of individual adults and of families with children, and that all information must be reliable, accurate, complete and timely.
- The authority will be guided by the principle of least intrusion in that the need to collect information will be clearly defined and that policy and procedures will be developed to verify a continuing need.
- The authority will establish policies, including a Privacy Charter, that protect individual adults and families, and families with children in respect of all personal information collected and its use including the securing of consent for all manner and use of information.
- The authority will develop management information systems that build on the work done by the ministry and by the community that envisions service and support that is managed by the authority, service providers, the individual adult and family members, and families with children.

APPENDIX 1: ACCOUNTABILITY INFORMATION MATRIX

What questions should accountability information answer?	*What information is required to allow those questions to be answered?*	
	PLANNING	**RESULTS**
OPERATIONAL:		
Is the authority achieving what it set out to achieve?		
What is the purpose of the organization?	**legal mandate** mission	**legislation (Act and Regulations)** MOU/ protocol agreement between authority and minister
What are the challenges facing the organization?	**analysis of key factors (challenges and opportunities) that will likely influence intended outcomes**	**annual service plan**
What are the authority's overall long-term goals and how well is it progressing toward them?	**measurable (outcome focused) targets for long-term goals**	**key outcomes/ performance measures report**
Are the authority's activities, programs and services achieving what they are intended to achieve in a cost-effective way? Are its programs:		
needed (i.e., relevant)?	**client profile** program objective link to authority and government-wide objectives	**program reports**
achieving what was intended (i.e., effective)?	**intended outcomes** schedule of program evaluations and audits planned service delivery standards intended level of user acceptance	**outcome measures** results of program evaluations (including details about secondary impacts) actual service delivery standards actual levels of user acceptance
operating at a reasonable cost (i.e., efficient and economical)?	**planned full cost of programs** planned unit cost of outputs planned quantity/quality of outputs	**actual expenditures by program and activity** unit cost per output actual quantity/quality of outputs
Is the authority maintaining the capacity to deliver results in the future?		
Does the organization have the ability to maintain or improve results, and the capacity to deal with the future?	**details of specific initiatives designed to improve organizational capacity**	**assessment of financial condition, protection of assets, employee skills, work environment, and operating controls**

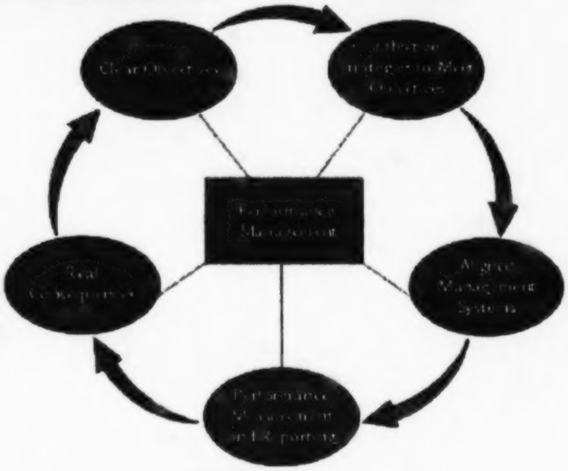
ACCOUNTABILITY INFORMATION MATRIX

What questions should accountability information answer?	*What information is required to allow those questions to be answered?*	
	PLANNING	**RESULTS**
FINANCIAL:		
Is the authority achieving its financial objectives?		
What are the financial objectives and are they being realized?	**planned operating revenues and expenditures (i.e., annual budget)** planned capital expenditures planned financial position, including debt	**quarterly and annual financial reports detailing:** actual revenues and expenditures actual capital expenditures actual financial position, including debt
Are the authority's affairs managed according to sound financial controls?	**details of any major changes to be made in financial controls**	**audit reports** management statement of the adequacy of financial controls
COMPLIANCE:		
Are the authority's affairs conducted in accordance with legislated requirements and expected standards of conduct?		
Is spending kept within the limits approved by the Legislative Assembly?	**voted appropriations** annual funding agreement with minister	**statements of actual expenditures compared with voted appropriations and funding agreement with minister**
What laws does the authority need to comply with for (a) the conduct of business and (b) the operation of specific programs, and is it complying with them?	**identification of relevant laws**	**management statement of compliance**
What are the authority's standards of conduct, and is it complying with them?	**identification of standards of conduct**	**management statement of compliance**
What are government's internal social policy objectives, and how well is the authority achieving them?	**identification of long-term goals and objectives (e.g., as set out in MOU/ protocol agreement between authority and minister)**	**annual report outlining progress toward long-term goals and detailing annual achievement**
Are there adequate controls designed to ensure compliance with legislation and standards of conduct?	**details of any major initiatives to improve control over compliance**	**management statement of adequacy of compliance controls** audit reports status reports relating to progress towards key initiatives designed to improve controls over compliance

Appendix 2: Key Management Processes in the Performance Management System

[redacted]

[redacted]


Clear Objectives
Strategies to Meet Objectives
Performance Management
Aligned Management Systems
Performance Measurement and Reporting
Real Consequences

[redacted]

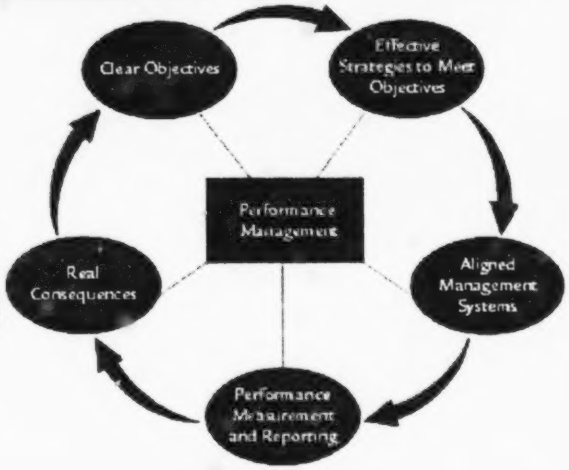
[redacted]

[redacted]

Appendix 2: Key Management Processes in the Performance Management System

[redacted]

[redacted]


Clear Objectives
Effective Strategies to Meet Objectives
Performance Management
Aligned Management Systems
Performance Measurement and Reporting
Real Consequences

[redacted]

[redacted]

[redacted]

Appendix 3: Quick Reference Guide to Performance Information

Office of the Auditor General of British Columbia (October 2001)

Relevant

- ✓ Relates to the stated objectives, strategies and programs of the organization, and allows for an assessment of the extent to which the objectives are being achieved
- ✓ Is reported in sufficient time to influence decisions
- ✓ Measures something that is significant; that is, it is useful in forming assessments and judgements
- ✓ Aggregated at an appropriate and meaningful level

Reliable

- ✓ Neutral and fair; that is, judgements about performance are not influenced by the way the information is presented
- ✓ Reasonably accurate and complete; that is, free from material error or omissions
- ✓ Capable of being replicated or verified by independent and knowledgeable observers
- ✓ Faithfully represents the event, results or situation it is measuring

Understandable

- ✓ Provides the minimum level of detail necessary to understand the activities and performance
- ✓ Focuses on a small set of key performance measures
- ✓ Provides comparative information over time and explains the context as to what happened and why; judgements can be made as to whether performance is improving or declining over time
- ✓ Includes comparative information from similar organizations, when reliable, and information about best practice, to provide a frame of reference for assessing performance

Appendix 4: Glossary of Terms

Activities	The procedures involved in, or steps taken, to carry out a program.
Benchmark	A reference point against which something is measured. The term is used in two different ways in the literature: in conjunction with the setting of long-term goals for a broad range of societal and economic policies, such as the *Oregon Benchmarks*; and as a measure of efficiency in comparing key aspects of an organization's performance with that of similar organizations.
Client	Someone who receives and uses services funded by the authority. A Clients include adults with developmental disabilities, children with special needs, and their families
Client satisfaction	An organizational measure, usually by way of a survey, of the extent to which the needs and expectations of clients are met.
Effectiveness	The extent to which a program or service is meeting its stated objective and an aspect of performance that describes how well the authority's activities and funded services are contributing to achieving the intended outcome.
Efficiency	An aspect of performance that describes the relationship between inputs and outputs or outcomes or the relationship of inputs to inputs (examples: cost per client served; management to staff).
Evaluation	The assessment of results, impacts and effects (both intended and unintended) of a program or policy. Evaluation may also address the extent to which the policy or program continues to serve a useful purpose and whether there are more cost-effective alternatives available to achieve the same result. Evaluation includes such techniques as peer review, case studies, surveys and cost- benefit analysis.
Families with children	Natural families or legal guardians of minor children with special needs
Goal	A general statement of desired results to be achieved over an unspecified period of time.
Impact	The result of program activities as felt by clients and society. Impacts may be positive or negative.
Indicator	See Performance indicator.
Individual	See Client
Individual adult	A person with a developmental disability who has reached the age of majority, either of which receive services, support or funding either from the authority or through the authority
Initiative	A new program or service.
Inputs	The resources available to carry out a program (examples: number of group home beds; number of full-time employees; amount of funding per client)
Objective	Statement of specific results to be achieved over a specified period of time. It answers both "what" and "when," quantitatively.
Outcomes	Measurable consequences of a program's outputs, impacts on the client or the public, and the results of the outputs. Outcomes may be immediate, ultimate or somewhere between.
Outputs	Measurable direct results of activities, such as products or services provided or numbers of people served

Performance agreement	An agreement between organizational levels that sets out performance targets to which the organization's units must contribute. These agreements are for a specified time period and reflect strategic priorities.
Performance goal	The target level of performance expressed as a tangible, measurable objective, against which actual achievement can be compared, including a goal expressed as a quantitative standard, value or rate. Performance goal and performance target are often used interchangeably, although the latter is usually the more specific or detailed of the two.
Performance indicator	A quantitative parameter used to ascertain the degree of performance. Often misused as a synonym for performance measure, a performance indicator is less precise than a performance measure and usually provides only an intermediate measure of achievement.
Performance management	The use of performance measurement information to help set agreed-upon performance goals, allocate and prioritize resources, inform managers to either confirm or change current policy or program directions to meet those goals, and report on the success in meeting those goals.
Performance management system	Outlines the key elements and connections underlying the establishment and implementation of performance management in an organization. These elements and connections include performance planning, target setting, negotiating performance agreements and contracts, measuring and monitoring performance, reporting and feedback. The framework provides guidance as opposed to detailed processes and procedures.
Performance measure	A statement specifying, clearly and precisely, a desired output, outcome or event that is expected to occur; the "what" that is to be measured.
Performance measurement	A process of assessing progress in achieving pre-determined goals. It includes measures of the economy of acquiring resources; the efficiency with which those resources are transformed into goods and services (outputs); the quality of those outputs (such as how well they are delivered to clients and the extent to which clients are satisfied); and the effectiveness of the authority's operations in terms of their specific contributions to stated objectives.
Performance target	See Performance goal.
Policy	A strategy that defines the way the organization does business. Policies are designed to achieve goals, often not directly related to a program (such as, employment equity policy), and realize the vision.
Program	A set of activities having clearly defined, dedicated resources and measurable objectives that is coherent and consistent.
Program evaluation	The objective assessment of the effectiveness and efficiency of a government program; also see Evaluation.
Quality	Care or service with characteristics that meet specified requirements and, given the state of knowledge and available resources, fulfill reasonable expectations for maximizing benefits and minimizing risk to the health and well-being of the client.

Quality assurance	A formal set of activities to review and affect the quality of services provided. Quality assurance includes assessment and corrective actions to remedy any deficiencies identified in the quality of authority funded services and programs.
Quality Control	The internal operational techniques and activities used to fulfill stated requirements for quality through inspection.
Quality Manual	A document stating the authority's quality policy, quality system and quality practices.
Quality Management	That aspect of the overall management function that determines and implements the quality policy.
Quality Plan	A document setting out the specific quality practices, resources and sequence of activities relevant to a particular product, service, contract or project.
Quality Policy	The overall intentions and direction of an organization as regards to quality, as formally expressed by the board of directors.
Quality Surveillance	The continuing monitoring and verification of the status of procedures, methods, conditions, processes, products, and services and analysis of records in relationship to stated reference to ensure that specified requirements for quality are being met.
Quality System	The organizational structure, responsibilities, procedures, processes and resources for implementing quality management.
Quality Systems Review	A formal evaluation by the authority's board or senior management of the status and adequacy of the quality system in relation to quality policy and objectives.
Service plan	A document prepared for a program or organization that describes its objectives and identifies the activities it will undertake to meet those objectives, the allocation of resources to those activities, and the measures that will be used to indicate progress toward the achievement of the objectives. A service plan may include statements of relevance, the links to government direction, a client profile, and information on contingency plans.
Stakeholder	Someone in the public or private sector who can be affected by an organization's decisions or activities and who in turn can affect the organization's decisions and activities. Stakeholders include clients, their friends and families, and service providers.
Strategic plan	A high-level corporate document that outlines vision, mission, values and key priorities for the medium to long term, and sets out strategies for achieving goals and objectives.
Vision	A snapshot of the preferred future.

Individualized Funding and Planning Options Planning Committee – Final Report

Foreword

This report is about a new vision for people with disabilities and their families in British Columbia. It is a vision of a renewed citizenship, equality and justice. Though in many parts this report, like most, reads as a rather technical presentation, I hope you will keep in mind that beneath the dry rhetoric lies this vision.

While the work of this committee began some five months ago, there were many months and years beforehand which brought us to this table. It was my privilege to chair this remarkable group and to sit with one of the architects of the ideas which form the core of this report, Mrs. R.H. (Jo) Dickey a leading light in the Woodland Parents Group whose contribution to the vision of this report needs to be acknowledged. Our committee began life as a disparate group with, I am sure, many skeptics but as we progressed together they demonstrated a remarkable tolerance for debate and openness to new ideas. The quality of this report is due in large measure to the quality of the people who spent endless hours at the table and I would like to thank them for their patience and effort. We are also indebted to the many people who contributed their time and ideas to this report both formally and informally. Fiona Lewis also provided insightful assistance throughout the process. Finally I would like to acknowledge my friend and colleague who contributed so much to both the development and writing of this report Brian Salisbury with out whose help we would never had arrived at this point.

On behalf of the Committee I would like to thank the Honourable Gordon Hogg for this opportunity and commend this report to him, the Co-Chairs of the Community Living Transition Steering Committee and to the families and individuals who have placed such trust in us. I hope they find this report worthy of that trust.

Professor Tim Stainton, Chair

Vancouver, September 2002

Members of the Individualized Funding and Planning Options Planning Committee

Chair	Dr. Tim Stainton – Parent and Professor of Social Work, University of British Columbia
Working Group Members	Jeff Moulins - Self Advocate
	Jo Dickey - Parent
	Arlene Schouten - Parent
	Roberta Scott - President, Community Residential Service Providers Association of BC
	Deanna Kratzenburg - Director, Milieu Family Services Inc.
	Dan Collins - Executive Director, Langley Association for Community Living
MCFD Staff Support	Robyn Syme –Executive Director, Early Childhood Development & Community Living Services Division, Ministry of Children & Family Development (MCFD)
	David McPherson – A/Director, Community Living Services to Adults Branch, MCFD (replaced Robyn Syme)
	Fran Pardee - Program Consultant, Community Living Services for Adults, MCFD
	Randi Mjolsness - A/Director, Children and Youth with Special Needs and Provincial Autism Initiatives Branch, MCFD
Additional Information	Denise Mason - Policy Consultant, Provincial Autism Initiatives, MCFD
	May Yu - Senior Financial Analyst, Financial Services Branch, MCFD
	Martin Wright - Senior Economist, Economic Analysis Branch, MCFD
	Joanne Taylor, Executive Director, Representation Agreement Resource Centre
Lead Consultant	Brian Salisbury – Instructor, Community Support Worker Program, Kwantlen University College
Practicum Student	Fiona Lewis - MSW Candidate, University of British Columbia, School of Social Work
Expert Commentators on the Report	Peggie Webb – Executive Director, Mosaic Connections Inc., San Diego
	Michael Bach – Executive Vice President, Canadian Association for Community Living
	Steve Dowson – Partner, Emprise International Training & Consultancy, United Kingdom
	John Lord – Researcher and Policy Consultant, Ontario
	Eddie Bartnik – Director, Local Area Coordination, Disability Services Commission, Western Australia

Executive Summary

In October 2001 Gordon Hogg, the Minister of Children and Family Development, released his *Discussion Paper on Community Living Services*. In this visionary document, the Minister issued a challenge to all stakeholders involved in the community living movement when he outlined the key principles and policy objectives that would guide the efforts to transform BC's large and complex service delivery system.

> *"We have to change the way we think. We have to move to a philosophy, a culture, rooted in personal capacity, valuing people for their contribution; to an asset-based, closer-to-community approach. This means changing our thinking so we are providing support that will enable individuals to contribute to their community, based on their assets rather than providing services based on their deficiencies.*[18]

Minister Hogg's statements mirror the desire of people with disabilities and families in BC to have greater choices over the services and supports they use and to promote self-determination and community inclusion. In this context individualized funding (IF), when combined with independent planning and support are seen as two key mechanisms required to facilitate the transition from an historical, less flexible government-driven system of block funded programs, to a responsive and accountable system that can by tailored to individuals' unique needs. These two mechanisms are fundamental components to changing the way communities respond to how they support people with disabilities and their families, and enabling them to participate as contributing citizens and pursue a good life.

IF refers to funding allocated directly to individuals, or in the case of children their parents, to meet disability related needs. IF facilitates choice, and serves as an effective accountability mechanism for the expenditure of public funds. The empowering nature of IF is complemented by the availability of independent planning and support which can enhance people's capacity to make and carry out informed decisions. The report discusses in detail the principles underlying both IF and independent planning and support.

This report outlines an IF and independent planning and support model that can be operationalized under a new system of governance for community living. It discusses the process whereby children, families and adults can access required supports and services. While IF and independent planning and supports are key aspects, we recognize that many people wish to continue using current services and the proposed system supports this option. This report then, covers not only a new model of individualized funding and independent planning and support, but also how children, families and adults will access the supports and services they require under the new system of governance for community living.

Within the new paradigm, a key challenge is structuring and mandating the planning and support function without significantly compromising autonomy from funders and services. The working group recommends establishing a 5 member Planning Support

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[18] Ministry of Children and Family Development, Discussion Paper on Community Living Services, October 2001

Commission. Commissioners would be appointed by the Board of Directors of the new Governance Authority. By itself, this will change the face of government in communities with a simple, efficient presence in communities - without sacrificing any autonomy or control necessary to the independent planning and support function. The PSC would focus on augmenting community capacity to respond to people with disabilities and their families by ensuring planning supports are available provincially, recruiting and training planning and support staff and contractors, stimulating community development initiatives, monitoring and providing feedback to the Governance Authority on the performance of community supports and services, and providing information and consultation on best practices in personal planning, alternative service models and building the social economy.

The PSC's mandate would be exercised through community-based Information and Planning Support Centres (IPSC's) which would provide information and planning, support and advice directly to individuals and families, as well as facilitate community development. IPSC's would be required to ensure access in local communities in a manner appropriate to their communities and would be mandated to ensure that individuals and service providers combined the budgetary resources made available from the Authority with generic community capacity.

The working group recommends the establishment of a mechanism of community consultation involving all key stakeholder groups which will enable ongoing community input to the work of the PSC and the IPSC's. These consultative bodies may also play a role in nominating potential individuals to serve as PSC commissioners, as well as board members of the Governance Authority. This system of consultation is essential to ensuring people with disabilities and families feel a sense of ownership of the new system.

The report describes how individuals and families would access IF and support, identifies critical operational parameters and access criteria, and outlines an IF implementation plan. A framework for "individualizing" agency budgets is also described, as are the human resource implications for the PSC and the IPSC's. The working group also makes recommendations concerning how individuals will access decision making and advocacy supports in the new system. Finally, the report addresses a number of related issues including transition planning for youth, alternatives to facility licensing, agency accreditation, the taxation status of IF with CCRA, income testing, and payment to family members.

Section 1 Self-Determination and People with Disabilities

Promoting Full Citizenship

British Columbia has led the way internationally in establishing an effective system of community-based services and supports for children with special needs and adults with developmental disabilities. BC was the first province to close its institutions and to significantly increase funding for community services. For over a decade, we have been viewed as a world leader in the area of disability policy development. Once again, the province's disability community, in partnership with government, is demonstrating a leadership role by building upon past successes to further advance citizenship aspirations for people with disabilities and their families.

The basis of this exciting initiative lies in an understanding that people with disabilities and families must be empowered to:

- Define their own needs, along with the supports they require and how they access and use them.
- Have real opportunities to contribute to the economic and social well being of their communities.

To achieve these outcomes, families are engaged in a process with other stakeholders to transform the way in which the current governance, policy and service delivery system is structured and operated to meet the needs of individuals and families. The legacy of this citizenship agenda lies in embedding meaningful opportunities for self-determination at all levels within an entirely new support system for people with disabilities and families.

The right to self-determination and equality is enshrined in the Charter of Rights and Freedoms for all Canadians. In all facets of everyday community life, people pursue their goals and dreams through their personal relationships, work, and social and recreational interests. Each of us takes for granted the right to be included and participate in valued roles in pursuit of the good life, and to be recognized for our contributions in our neighbourhoods and communities.

Yet for some people with a disability, opportunities to achieve a meaningful life are limited. This is especially true for people who, due to their impairments, are denied access to the labour force, can't access services and supports that non labelled people typically do and are forced to rely upon "disability services" which may actually create barriers between individuals and communities. Very simply, citizenship rights are nullified when access to the workforce, generic supports and services is denied or limited, and when "disability services" work in ways that undermine community participation and self-determination. These criticisms apply to some extent to the service system in BC as the Minister himself has acknowledged.

The current system is still influenced by a medical/rehabilitative paradigm that views people with disabilities as "deficient" and needing to be "fixed". People are often not seen for their gifts and contributions. An unintended outcome is that community capacity - neighbours helping neighbours to welcome and respond to the needs of fellow members - has been diminished. As John McKnight has observed, many people with disabilities are surrounded by a "wall of service".

Although great strides have been made in BC, the current system still invests a great deal of decision making power with professionals and government. At the service and community level, this can lead to services and supports that can lack accountability and responsiveness to individuals and their families. The situation is exacerbated by the fact there are a variety of systemic issues that can work against the citizenship aspirations of people with disabilities and families, including limited choices and opportunities to develop relationships, and restricted access.

These comments are not meant to suggest that the current system is irrevocably flawed. Rather, they acknowledge the fact that although significant strides have been made in how people and families are supported, we have an important opportunity to build on the past to create a community based service and support system that is responsive, accountable and transparent that will serve the needs of people and families for decades to come.

Perhaps more importantly, and notwithstanding that some people do require formal supports, individuals and families want to accept the responsibilities and obligations associated with citizenship and to make contributions to the communities in which they live. As a society, we have an obligation to provide such opportunities, and we also have a responsibility to ensure that scarce public resources are used wisely, and in ways that support this end.

The Case for System Transformation

During the last decade, people with disabilities and families internationally have begun to assert their rights to self-determination and full community inclusion. Central to this "consumer directed" movement is a growing demand to gain greater access and control over the public resources now directed to services. In recent years, reform initiatives have focussed on establishing public policies and support mechanisms that uphold self-determination rights for people with disabilities and their families, while at the same time supporting and augmenting capacity at the community level. There is a growing awareness that any new system must:

- Enable individuals and their personal networks to "decide" on the community living options that best meet their needs

- Accommodate personal preferences and aspirations, be flexible, and focus on each individual's strengths and needs.
- Build in greater accountability for spending public funds and increase value for money spent
- Reduce the amount of regulation and bureaucracy involved in the delivery of support to families and individuals
- Pursue policy directions that create resilience and independence within families and for individuals, and that reduce dependency on expensive government services
- Respond to taxpayers' interest in improving accountability within the non profit sector
- Create opportunities for new and innovative resources
- Transform the service system from one that is "needs based" to one that is "capacity and asset based", and within that transformation provide economic stimulus and opportunity to communities

At the root of these reform demands is an understanding that citizenship rights and responsibilities are only safeguarded when a "system" is operationally accountable to individuals. It is in this context that the concepts of individualized funding (IF) and independent planning and support have gained international currency.

Families want to contribute to the well-being of their family members with a disability. Individualized Funding, along with the support of independent planning and support, provide the necessary gateway to encouraging, welcoming, and acknowledging those contributions rather than resisting and penalizing them.

IF and independent planning are two critical system elements that people with disabilities must be able to access in order to gain independence and control over their lives. They provide the basis for a new, social entrepreneurial approach which will facilitate a transition from a supply-side, government-driven system of rigid program-oriented supports to a system that is demand-driven, and responsive to the unique needs of individuals. In conjunction, these mechanisms assist individuals to use their gifts and talents to participate in, and make real contributions to, local communities. This process of enhancing community capacity is also known as developing the social economy.

It is important to note that the goals of IF and independent planning and support are consistent with, and build on the policy direction of the provincial government, and the policy objectives announced by Minister Gordon Hogg in his October 2001 *Discussion Paper on Community Living Services*. As Minister Hogg observed in his paper,

> *We have to change the way we think. We have to move to a philosophy, a culture, rooted in personal capacity, valuing people for their contribution; to an asset-based, closer-to-community approach. This means changing our thinking so we are providing support that will enable individuals to contribute to their community, based on their assets rather than providing services based on their deficiencies.*

The Minister also underscored the need to reform the current system and usher in a new era for community living services that strengthens individuals, families and communities.

His vision of citizenship is one that families in this province endorse, and in fact have taken a lead role in defining and advocating for, during the past decade.

The Report

This report lays out the framework and addresses key issues for a new support model for people with disabilities and their families. While IF and independent planning support are key aspects, we recognize that many people wish to continue using current services and the proposed system supports this option.

This report then, covers not only a new model of individualized funding and independent planning and support, but also how children, families and adults will access the supports and services they require under the new system of governance for community living.

The report represents our Working Group's recommendations to the Community Living Transition Steering Committee (CLTSC), and is the basis for the relevant recommendations to the Honorable Gordon Hogg, Minister of Children and Family Development. As such, it needs to be read in the context of the CLTSC report. It should be emphasized also that our report represents the broad brush issues we felt could reasonably be covered within a limited time frame, and without the benefit of a detailed knowledge of what other working groups were proposing. Anticipated costs are not specifically dealt with, and no operational details are provided other than the basic structure and general descriptions of planning and support related processes.

We understand that this report is likely to raise as many questions as it answers. We have addressed key issues, while recognizing this is one step in a process that will go forward from here to refine and integrate content from this report within the broader transition to a new model of governance for community living.

Section 2 Individualized Funding: A Means to Secure Citizenship

Individualized Funding Defined

The essence of individualized funding is very simple. Funding is allocated directly to an individual or in the case of a child their parents[19], to provide the support necessary to meet disability related needs and to assist individuals to become contributing citizens. IF has two fundamental characteristics:

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[19] Family members, and especially parents, are the "core" of each person's network. In the case of a child, parents are acknowledged to be legal decision-makers. Use of the term "personal network" in this report is based on the assumption that relationships with the individual is reciprocal, and based on a life-long commitment to provide both support and friendship. These relationships are unpaid, and exist outside of the realm of services, though we recognize that there may be occasions when this distinction is not clear cut such as in some Family Model Home situations.

- The amount of funding is determined by direct reference to the individual and/or family's specific needs, and their aspirations for a good life and to become fully participating members of the community
- The individual and/or their family determine how funds are used to meet those needs

Principles

- People with disabilities and their personal networks are trustworthy, and make appropriate decisions.
- Policies and regulations will be culturally sensitive and promote the gifts and aspirations of individuals and families.
- Funding allocations will be based on a support plan that identifies disability related needs developed by the person and, where appropriate, their personal network and trusted advisors.
- Individuals and their chosen supporters will determine how agreed funds are spent, within legal and policy parameters.
- Funding will be paid through a process agreeable to the individual and where appropriate their personal network, including the option of individuals being paid directly.
- Supports will be available to assist individuals and families to use and manage individualized funding.
- Individualized funding will be portable throughout the province.
- Access will be straightforward with transparent, understandable policies and regulations.
- The Governance Authority must justify why identified needs are not eligible for funding.
- Individuals will have access to an independent appeal process.
- Requests by individuals to re negotiate funding due to crises, or changing needs and circumstances, will be addressed in a timely and responsive manner.
- Access will be equitable across a range of needs for eligible individuals, subject to limits imposed by the fiscal resources and mandate of the Governance Authority
- Privacy rights of individuals and their personal networks will be respected.

Advantages of Individualized Funding

IF provides the financial resources people require to act on their decisions about how they will meet personal needs. When individuals are free to choose, and engage in valued social roles such as friend, neighbour and employee, this can lead to even wider community participation and contribution. Individuals also have a 'contractual' status with the funder (in this case it would be the Governance Authority) and chosen service providers. This dynamic creates incentives for providers to be responsive and stay focused on the needs of the individual - as a result, individuals and families have greater choice and control over the services and supports they choose and the way they are provided.

IF is an effective accountability mechanism and helps ensure tax dollars are spent effectively and efficiently since tracking individual allocations is a straightforward process. A responsive, demand driven mechanism like IF has also proven that people are simply less likely to choose costly, segregated services when other, more normative options are available to them. As a result, ineffective service delivery and poor management can be reduced.

IF also promotes real partnerships between individuals and other stakeholders. Because roles and responsibilities are transparent, conflicts of interest inherent in the current system can either be reduced or eliminated. Stakeholders can develop greater trust in each other and therefore work more cooperatively to assist individuals and families to achieve their goals, bringing the added advantage of reduced intervention by government (or the Authority).

Finally, studies in Canada, the USA and overseas indicate that individuals and families who receive IF have very high satisfaction levels because they are empowered to direct their own lives. Additionally, empirical evidence such as the Monadnock study in New Hampshire and the Cardiff and Vale study in the UK , indicates that IF is a cost effective mechanism and that, in fact, IF recipients can actually get more value for money than funding spent on block funded services.

Recommendations

- That legislation enables individualized funding as an option that is available to children and adults with developmental disabilities receiving supports and services from the Community Living Governance Authority.
- That in the case of children, individualized funding be viewed as a means to address the needs of the child **and** the family.
- That recipients of individualized funding be able to use both IF and globally funded programs.

Section 3 Independent Planning Support

Along with adequate financial resources, effective personal decision-making requires appropriate information and advice, and sometimes technical support. While people typically make simple decisions independently, most make complex, important decisions interdependently by involving family and friends. Many people also routinely use third party professional supports to increase the likelihood that decisions reflect desired outcomes. For example, a person wanting to invest their money might consult a financial planner for advice on an investment strategy. In such a case, the person consulted will likely carry out some, if not all, of the practical tasks associated with achieving identified goals.

While IF is a critical element for many people, independent planning and support is an optional, complementary form of support that people and families can use to enhance their capacity to make and carry out informed decisions. Operationally, independent planning and support means that individuals and families can have access to an intermediary body that works on both an individual/family and system level to:

- Facilitate meaningful opportunities for community participation
- Encourage and support the development and use of generic community resources
- Take advantage of existing community capacity to support individuals and families
- Establish creative and functional linkages on behalf of individuals and families with various funding sources, as well as existing services, or modified and even entirely new forms of support
- Support the creation of a robust social economy which is the fundamental basis upon which the citizenship aspirations of people with disabilities will be realized.

Principles

The independent planning and support function:

- Provides information, advice and technical support to eligible children, families and adults.
- Has no decision-making authority.
- Operates independently from funders and service providers.
- Is available at the discretion of individuals and personal networks.
- Recognizes the essential roles played by personal networks, and gives them status.
- Works to enhance the capacity of communities to welcome and utilize the gifts of individuals.

Planning Support Commission

The creation of a new Governance Authority and the introduction of IF represent a new paradigm that will challenge the capacity of the traditional service delivery system and local communities to respond to the needs of people with disabilities and their families. To ensure people and families using block funded services and/or individualized funding can access adequate and equitable planning, information and support services throughout BC, strong, central leadership is required. A key issue is structuring and mandating the planning function without significantly compromising autonomy. The challenge, therefore, is to find a method which allows for maximum:

- Autonomy – from the Governance Authority (funder) and service providers, but the perception of autonomy from government as well
- Stability – of the function (organization), funding and the services it provides over the long term
- Control – balancing the need for consistent direction and application of the planning function, with the concepts of local ownership and buy-in which are key to bringing individuals, families and service providers together
- Simplicity – avoiding duplication of infrastructure, ease of access by individuals and families and a streamlined administration and operation
- Efficiency – a relationship with the Governance Authority, and an internal relationship between the planning function's provincial presence/influence and its local capacity, that reflects effective use of limited resources

Initially, the working group considered two options that would have maximized both structural and operational autonomy: i) a non profit society; ii) a planning officer. However, both require a legislative basis to enable them to operate independently from the Governance Authority, along with contractual agreements with the Minister. This would result in a more complex system, and necessitate significant government involvement in the operational side of community living. Our working group recognizes government's stated intention to mandate a single Governance Authority responsible for all aspects of service delivery now operationalized under the Ministry for Children and Family Development.

In view of practical and political considerations, we recommend that a Planning Support Commission (PSC) be appointed by the Governance Authority board. The PSC would have a legal basis pursuant to legislation that creates the new Governance Authority, and would report to the Authority's board but not be under its operational control. The Governance Authority influence over the PSC would be similar to Government's influence over the Authority – that is, functionally limited to removal of the Commissioners. The Commission would recruit a CEO to direct provincial operations, much in the same way the Governance Authority will appoint its own CEO.

In our view, this model represents an acceptable balance of the five criteria outlined above, and offers the best balance of consumer and family involvement and security of mandate, while remaining politically acceptable to both government and the community.

Parameters of the Planning Support Commission

The PSC would have the operational authority and responsibility to:

- Ensure information, advice and planning support is available in an accessible and efficient manner to eligible individuals and families throughout the entire province.
- Recruit, train and administer all PSC staff (and any contractors they may require).
- Stimulate community capacity to enable full community participation by people with disabilities.
- Document, disseminate and provide consultation and training on "best practice" in personal planning, alternative service/support models and building the social economy.
- Monitor the availability and effectiveness of community support services and systems, and provide feedback and recommendations to the Governance Authority and other relevant bodies.

The PSC would operate as a five person commission, with a minimum of three being people with a disability or family members. The commissioners would be appointed by the Governance Authority's board of directors from a slate of nominations provided by key stakeholders again with a majority voice for families and people with a disability. Commissioners would serve 3 year terms. The PSC chair would be selected by the five commissioners from their numbers and serve an additional 3 year term. The term for initial appointments would be staggered to establish an annual rotation of no more than two commissioners per year. Each Commissioner would receive a stipend for days engaged in PSC business.

The PSC's core mandate / roles should be defined within the legislation that enables the new Governance Authority, while binding the Governance Authority to develop an operational agreement with the PSC via regulation or Memorandum of Understanding. This arrangement would ensure structural and operational independence from the Governance Authority, government and service providers.

Three additional safeguards could further protect the operational autonomy of the PSC:

- A requirement by the PSC to produce an annual report, independent of the Governance Authority, which would be passed without amendment, via the board of the Governance Authority, to Government.
- An agreement with a community based, parent led non profit group that would train and certify staff employed by the PSC to provide planning related supports.

- A fixed funding mechanism to ensure continuity and stability of PSC funding (e.g. this could be done by placing a percentage levy on the Governance Authority's entire funding envelope. This would be based on an analysis of the FTE positions required for the planning function).

Community Based Information and Planning Support Centres

The PSC would exercise its mandate through a series of community based Information and Planning Support Centres (IPSC's) which will provide the following services:

Individual/Family Level

- Develop and foster links to existing support capacity within communities
- Accessible database with information relevant to local communities
- Processes to facilitate linkages with peers
- Tools to enable individuals and families to "self-direct" all aspects of planning (e.g. meeting employer of record responsibilities, as well as accessing and using services and supports)
- Provision of technical advice and support to meet disability related needs, including:
  - Identifying means by which individuals/families can secure the support they need without relying on public funding
  - Exploring support options that are outside of the traditional service-based network
  - Encouraging collaboration and cooperation amongst individuals and families in identifying support options
  - Applying for needed services or supports
  - Working with service providers to develop more flexible options to address needs, including mediating problems and disputes
  - Developing personal support plans
  - Encouraging individuals, families and service providers to work together to "individualize" block funded contracts (see section 4.3)
  - Assisting individuals and families to resolve crises without reliance on the service system or, when a service is involved, by liaising on their behalf with service providers or with the Governance Authority, who would be ultimately accountable for resolution and /or the provision of required funding
  - Assistance to negotiate IF, or develop and implement contracts to purchase supports

- Expertise and encouragement to use IF, including establishing alternative supports (e.g. worker or social co-ops, or small businesses)
- Ensure people with disabilities can access advocacy and personal decision making supports, including Representatives where appropriate (see Section 6)

System Level

- Encourage, train and guide stakeholders to think creatively in responding to the needs of individuals and their families and to include them in meaningful roles and activities
- Simulate citizens and communities to respond to this thinking by supporting the development of alternative service and support models, *including* those which do not involve formal paid services
- Assist in matching people to available resources in the current service system
- Provide feedback to the Governance Authority on community needs and service/support gaps; and to the PSC on issue related to planning and support

The IPSC's will serve as the main interface with the service system and the Governance Authority. In all aspects of their work, IPSC's will be guided by a vision of a service system that:

- Honours individuals and families as the drivers of service design and innovation.
- Empowers individuals and children and their families by promoting self-determination.
- Trusts the capacity of individuals and families to direct their own lives
- Builds community capacity.
- Provides individualized, holistic and life-long services/supports.
- Responds in a timely way to the changing needs of individuals and families.
- Is accountable and focused on outcomes that promote quality of life.

The number of IPSC's was a subject of intense debate within the committee, the TSC and with broader community members. We initially envisaged a system of 5 regional centres with a number of smaller satellite centres. Upon reflection it was felt that this would simply replicate the current structure and would not address concerns at the local level that they relate to local, not regional bodies. Contrasted with this concern is our desire to maintain as simple, cost effective and un-bureaucratic a structure as possible while ensuring we can respond to local needs and stimulate local community capacity development. In the end we are recommending 12-15 local offices with roving staff who would be available throughout the area as required or on pre-determined days at, for instance, the local library or ACL office. Each local office would be responsible for ensuring access throughout their area in a manner appropriate to that particular area within available budgetary resources. The specific details of these arrangements will require further discussion with local community to ensure the system reflects their needs and wishes.

Extensive use will be made of the Internet to provide access to information and support with due regard to privacy and security. The aim of an IPSC is to support and enhance individual and family capacity, not to supplant it with professional expertise. *IPSC staff will not have a case management orientation.* Instead, staff will focus on facilitating the capacity of communities, and disability and generic services, to respond appropriately and effectively to individual/family needs, thus minimizing the need for ongoing staff involvement. Where individuals and families require additional support to identify and meet their needs, IPSC staff will possess the required expertise and be available to work with children, adults and families across the lifespan.

There should be no reason in policy or regulation to preclude individuals or families from accessing planning supports from professionals they are already involved with, although additional funding will not be available for this. This might be an Early Childhood Educator, Public Health Nurse, or Infant Development Consultant already funded through an agency to support a family or individual.

It will be important for the PSC and IPSC's to structure the availability of staff and other resources to address the needs and expectations of individuals and families who use the current system (which will vary considerably) or who wish to access and use IF. The needs of some individuals and families may require specialist skills, for example, in Autism Spectrum Disorder. If an IPSC lacks the necessary experience and/or resources, this function may need to be "contracted out".

Community Consultation

A robust method to enable community input must be in place to ensure individuals and families have:

- Confidence that the Governance Authority and PSC are fully and appropriately meeting their respective mandates
- A sense of ownership of the new provincial system

As with the number of local planning centres, we struggled over the best way of ensuring effective consultation with key stakeholders and especially individuals and families. We initially considered Regional Consultative Councils but this was felt to be too similar to previous and existing consultative bodies which were generally seen as less perfect vehicles for community input. In the end it was felt that this question needed to go back to community to find effective and efficient means of providing vital to review and provide feedback on the operational performance of both the Governance Authority and the PSC and the IPSC's. Further, it was felt that these mechanism should wherever possible be grounded in the local community and build on rather than supplant local knowledge and skills with organizations, groups and individuals It was generally agreed that whatever form these might take they must have access to staff support (via funding provided by the Governance Authority) to enable public education, as well as to gather, analyze and disseminate information concerning such things as service quality and consistency of local approaches.

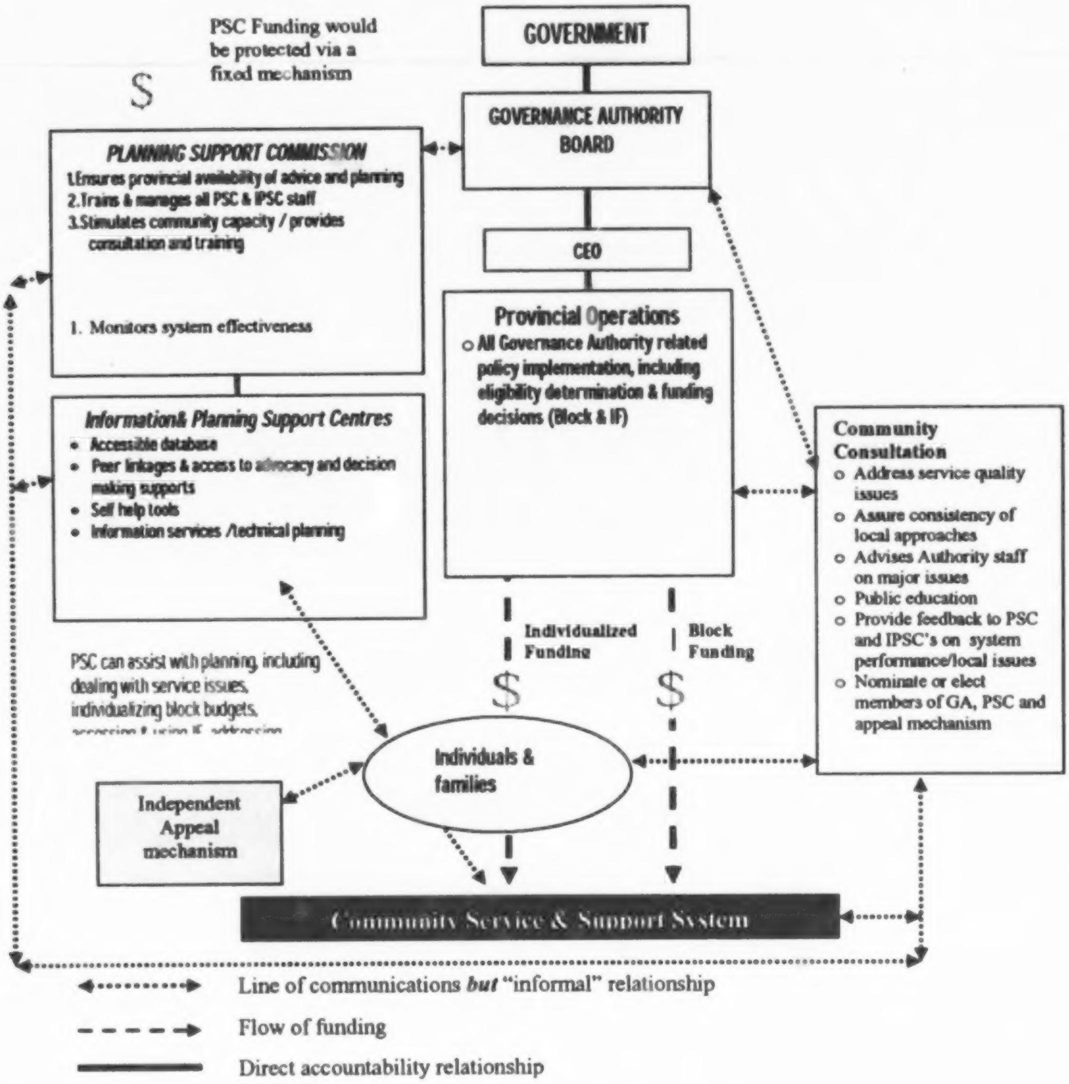
Regardless of the form, in order to ensure that communities can exert influence on the system, they would need to have regular opportunities to liaise and provide recommendations to staff in the Governance Authority, PSC and IPSC's. Clearly, there are significant issues such as mandate, selection and resourcing that need to be further addressed. Each IPSC would be required to hold at a minimum quarterly consultation sessions with interested stakeholders, ensuring these are held cyclically throughout the area.

Two important points need to be emphasized concerning the Community consultation:

- It would provide a critical appraisal and feedback mechanism to help ensure the performance of the system is consistent with the new vision of community living that is central to the work of the CLTSC (this may be tied to, but not limited to, the IPSC annual reporting systems)
- It establishes a way to obtain "buy in" from local communities.

The consultation process would also potentially contribute to three critical nomination functions:

- Nominate a slate of potential PSC Commissioners from which the Governance Authority Board would select five commissioners with due regard to regional and other interests.
- Recommend a slate to the Governance Authority Board's nominating committee who would select board members according to criteria outlined in their report.
- Designate a representative to sit on the independent regional appeal body (discussed below in Section 3.9). Operationally, each IPSC would need to ensure they communicate to users of its services and supports how they can have input into any of the new system components.


PSC Funding would
be protected via a
fixed mechanism
$
GOVERNMENT
GOVERNANCE AUTHORITY
BOARD
PLANNING SUPPORT COMMISSION
1.Ensures provincial availability of advice and planning
2.Trains & manages all PSC & IPSC staff
3.Stimulates community capacity / provides consultation and training
1. Monitors system effectiveness
CEO
Provincial Operations
o All Governance Authority related policy implementation, including eligibility determination & funding decisions (Block & IF)
Information& Planning Support Centres
• Accessible database
• Peer linkages & access to advocacy and decision making supports
• Self help tools
• Information services /technical planning
Community
Consultation
o Address service quality issues
o Assure consistency of local approaches
o Advises Authority staff on major issues
o Public education
o Provide feedback to PSC and IPSC's on system performance/local issues
o Nominate or elect members of GA, PSC and appeal mechanism
Individualized
Funding
Block
Funding
$
$
PSC can assist with planning, including
dealing with service issues,
individualizing block budgets,
Individuals &
families
Independent
Appeal
mechanism
Community Service & Support System
Line of communications but "informal" relationship
Flow of funding
Direct accountability relationship

Benefits of this Approach

This approach to creating and supporting a provincial planning infrastructure has these advantages:

- Community development (including service provider training) needs can be effectively addressed
- Community capacity building and innovative responses to need are priorities

- Families and individuals have a single contact point within their community across the lifespan

IPSC staff will, in effect, act as technical resources to service agencies in the following ways:

- Assisting agencies to respond appropriately to the needs of individuals and families
- Helping to match available resources to needs of individuals
- Mediating problems and/or addressing crisis situations
- Assisting individuals and families to individualize their portion of block funded budgets

Over time, changes will occur in the way the service sector responds. As providers, individuals and families begin to understand newer and more innovative ways to meet needs, higher quality services will result. Additionally, families will begin to assume more of the planning and support roles that have traditionally been the domain of professionals, especially case managers. This is empowering and will serve to drive costs down over time, while building individual and community capacity.

Finally, each IPSC will provide feedback, via the PSC, on the performance of related systems including the impact that laws, policies and regulations have on local conditions and any gaps in service within a particular community. This will ensure that Governance Authority and other policies remains directly relevant to the needs of local communities, while helping to increase the likelihood that available funding is used as efficiently as possible.

Roles of the Governance Authority

In the context of the proposed model, the primary roles of the new Governance Authority will be to:

- Develop provincial disability policy and ensure it is carried out appropriately
- Negotiate the annual funding allocation from government
- Determine eligibility for services and supports provided under the Authority's ambit
- Fund/monitor services (i.e. contract management), including crisis management
- Maintain controls on overall system expenditure
- Monitor outcomes
- Data collection
- Monitor/make decisions on waitlist management
- Review and make decisions on IF applications, and monitor expenditure

- Provide oversight of vulnerable individuals in the service system and ensure adequate guardianship measures are in place for children where no alternative is available
- Ensure relevant community services have the means to respond quickly and effectively to crises (IPSC's would assist in this process, although ultimate decision making authority for use of crises funds would be that of the Governance Authority)

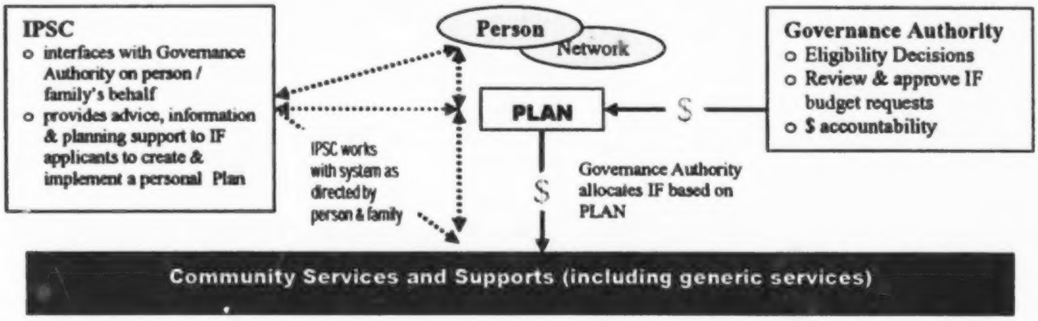
The Governance Authority will determine the extent of its regional presence throughout the province. However, given the major interface role the IPSC's will play, it is anticipated the Governance Authority's local level infrastructure and staffing need not be extensive to meet its mandate.

How the Process of Accessing IF Could Work for Individuals and Families

This section sets out how IF could be accessed, and is based on the assumption that an individual and/or family have decided to utilize services and supports available from an IPSC. Individuals and families **will** be able to undertake this process themselves if they so choose.

Process:

- Individual/family approaches IPSC for assistance to access IF
- IPSC confirms eligibility using Governance Authority guidelines
- In consultation with individual/family, IPSC planner is assigned
- Planning process begins – planner's roles & activities determined by person/family
- Plan and budget developed, and then agreed by the person/family
- IPSC submits plan for approval to Governance Authority
- IPSC acts as communication interface with Governance Authority
- If budget is agreed by Governance Authority, IPSC is available to assist with implementation
- If Authority does not approve budget, IPSC staff assists with review and resubmission
- IPSC remains available to person/family to provide IF planning related supports, including follow up required with chosen providers


IPSC
o interfaces with Governance Authority on person / family's behalf
o provides advice, information & planning support to IF applicants to create & implement a personal Plan
Person
Network
PLAN
$
Governance Authority
o Eligibility Decisions
o Review & approve IF budget requests
o $ accountability
IPSC works with system as directed by person & family
$
Governance Authority allocates IF based on PLAN
Community Services and Supports (including generic services)

A decision to deny IF will be subject to an administrative review in the Governance Authority. However, to ensure confidence in IF, individuals and families need access to a regionally based independent appeal mechanism. This should be mandated in the legislation or regulations of the Governance Authority. Panels would also handle appeals concerning the operation of block funded services.

Recommendations

1. *That the basic functions of the PSC be mandated in legislation.*
2. *That a fixed mechanism / formula be utilized to ensure continuity and stability of PSC funding.*
3. *That an independent three member appeal panel be established to consider appeals on eligibility or amounts of IF. We further recommend that this body be established by legislation or regulation as an integral part of the system.*
4. *That community consultation mechanisms are established which build on existing local organizations and networks.*
5. *That each IPSC be required to hold quarterly stakeholder consultations.*
6. *That a fair and equitable method be established which ensures community stakeholder input for the nomination of candidates to the following bodies: i) candidates to the Governance Authority Board; ii) PSC Commissioners; and iii) appeal board members.*

Section 4 Implementation of Individualized Funding

This section addresses the process of implementing IF without jeopardizing current supports used by individuals and families, or unduly disadvantaging service providers. The Working Group hopes the divide between children and adults, which characterizes the current system, can be reduced. However, this will require a differential approach so we have separated out the two below. All families and children can hopefully choose IF if they wish, although a phase in period will be required.

Access to Individualized Funding - Adults

IF access guidelines, where "new" money becomes available, are needed by April, 2003. This is in addition to any MCFD programs which may be transferred to IF (discussed below in 4.2). As well, the Governance Authority will need to develop clear parameters to guide IF allocation decisions. This will impact the PSC's planning resources as it will need to align planning responsibilities and priorities accordingly.

Recommendation

1. *That the following serve as general access guidelines where "new" money is introduced:*

    - *People living with senior parents/family members who are in frail, or poor health*
    - *People experiencing a major crisis situation*
    - *People using "highly problematic" services that have the potential to negatively impact health and safety*
    - *People waitlisted for services with health safety concerns*
    - *People at major life transition points – especially children turning 19 and leaving school*
    - *People moving out of Willow Clinic*
    - *People motivated to change their lifestyle (NOTE: It is important that IF implementation not be driven solely by a need to resolve "systemic problems". Demonstrating how relatively small IF amounts can facilitate changes in a person's life will enable important lessons to be learned, accordingly, people in such circumstances, should also be given a degree of funding priority.*

IF implementation will be less problematic, and reduce uncertainty and ambiguity for the Governance Authority and the PSC/IPSC's if these guidelines are established in the context of the following policy questions:

- Which "needs" is the Authority responsible for addressing?
- What types of supports can people in receipt of IF purchase?
- What is the service provider payment schedule that the Authority will actually pay for?
- How much spending flexibility will a person receiving IF have within a designated budget line?

Access to Individualized Funding - Children and Families

Current block funded MCFD programs don't reflect a natural continuum of supports for individuals and families, nor are they "needs based". There are opportunities within the current system to reconfigure the way many services are funded, thereby increasing the availability of IF for individuals and families. With respect to adults, the process of individualizing block funded budgets in discussed in section 4.3.

Recommendation

1. *That consideration be given to transferring all or some children's programs to an IF model that reflects the natural components of a healthy family life, and complements informal, community supports and networks. Some choices within an IF model could include:*
    - *Flexible family supports*
    - *Personal planning support*
    - *Specialized and professional supports*
    - *Community living supports*
    - *Natural and community supports*
    - *Crisis supports*

Note: aspects of the process for "individualizing" adult services will apply to children as well.

Individualizing Block Funded Budgets for Adult Services

IF is not predicated on introducing new money, rather implementation depends on using available money differently. Accordingly, service providers may be increasingly requested to "individualize" block funded budgets as this represents a way for the Governance Authority to meet demands for IF. The objective of IF is not to close residential or vocational services although this may occur in some instances. Rather, IF provides individuals and families with control over how they meet their needs. Because "individualizing" service budgets hasn't yet occurred systematically in other jurisdictions, there is likely a variety of approaches. Efforts must be made to integrate lessons learned along the way in BC.

The following principles should guide efforts to individualize block funded budgets:

- A costed support plan will be developed before the "individualizing" process begins
- Equity and fairness will be considered where "individualizing" may negatively impact the legitimate needs of others.
- An adequate notice will be given where issues such as staffing and lease obligations will have cost implications

To facilitate the individualizing process, the following resources/supports are required:

- A contingency fund administered by the Governance Authority will be available to providers so they don't experience unreasonable financial impacts when a program configuration is changed

- IPSC's will serve as a linkage and planning vehicle on behalf of people who wish to "individualize", and will work with providers to develop and share a database
- The PSC will: 1) play a community development and liaison role; 2) provide strategic advice; 3) ensure the "individualizing" process is implemented consistently, according to agreed principles
- The PSC and IPSC's will link people to required advocacy supports

Notwithstanding demands by individuals and families to quickly begin this process, regions must ensure they develop an adequate knowledge base and a responsive planning infrastructure. It is important to succeed in this process, and incorporate lessons learned into subsequent implementation efforts.

Year 1

- The IPSC's, service providers and the PSC will collaborate to disseminate information and educate stakeholders on process parameters
- Local implementation committees will be established to develop guidelines and processes for those requiring assistance
- Information will be shared regionally and provincially with interested stakeholders

Year 2

- Mentoring will be available from provider agencies who have engaged in the process
- Review and evaluation of implementation initiatives will be conducted

Recommendation

1. *That a phased implementation approach be adopted based on the principles described above and develop an implementation plan and process that includes all stakeholders.*

Section 5 Human Resources Implications for the PSC

Human Resources Implications

5.1.1. Planning Support Commission

The PSC will function as an administrative and community development body and will require funding to provide the following practical and staff related resources:

- Management and development of overall planning system
- Staff management and administration

- Training and community development
- Information and data collection
- Provincial planning system

5.1. 2 Information and Planning Support Centres

Key assumptions underlying the provision of independent planning and advice are that individuals and families will require a variety of supports including:

- Basic information and referral services
- Advice and consultation on available options
- Crisis support
- Support for individuals and families to access funding
- Transition planning
- Making changes in current service arrangements
- Local community development
- Personal network development

Based on the Working Group's preliminary analysis, it is anticipated that a ratio of approximately 1 FTE position to every 80 individuals/families who qualify for support will be needed to provide these planning related services. A certain amount of funding is also required to establish the infrastructure(s) associated with the PSC and IPSC's, including training and community development activities.

Recommendation

1. *That initial estimates for staff and other resource requirements of the PSC and IPSC's be determined by the Governance Authority's interim board, in consultation with the PSC and local stakeholders.*

Section 6 Access to Supports for Decision Making and Advocacy

This section discusses why people with disabilities require personal decision making and advocacy supports, and draws extensively upon the following reports:

- Individualized Funding & Supported Decision Making, Fiona Lewis, MSW candidate, UBC
- Analysis of IF & Legal Competency Issues - Joanne Taylor, Executive Director, Representation Agreement Resource Centre (RARC)

The Importance of a Personal Network

A personal network is critical for people needing support to make personal, financial, health-care and legal decisions. A diverse network can also lessen the possibility that Office of the Public Guardian and Trustee (OPGT) will become involved in a person's life. For example, the OPGT may seek to become a Committee of the person, or the person's estate if it believes an individual is being abused or neglected, or a representative, guardian or decision maker is failing to comply with his/her duties. In either case the OPGT can investigate and freeze bank accounts, although an action to revoke a representation agreement or appoint a Committee is only undertaken by the court.

Individuals with a personal network

Most individuals are supported by family members and friends to make lifestyle, healthcare, legal and financial decisions. This mirrors the situation for the majority of people in community. Decision making is not an independent event; rather it exists along an interdependent continuum ranging from informal assistance to substitute decision-making. However, networks vary in their capacity and some need access to a variety of resources, including: i) basic information; ii) legal advice; iii) planning tools (e.g. forms, templates); iv) fiscal supports such as accountants, fiscal intermediaries and self-help guide books; v) independent planning and advice; vi) assistance to establish Microboards or Representation Agreements); vii) workshops on using IF; viii) peer supports. The availability of a range of supports, combined with ease of access, can go a long way in effectively mitigating against the OPGT's involvement.

Individuals without a personal network

Some individuals don't have informal decision making and advocacy supports, or this involvement is minimal. Where individuals use services, this support is usually provided by staff. However, when staff makes decisions, this is a clear conflict of interest. This difficulty is compounded in the absence of community relationships, because the staff often knows the person best and understands their wishes and dreams, and can facilitate communication of this information. However, individuals who rely on agency support to obtain information or make decisions are unlikely to access IF, or pursue other options in block funded services, unless they have a personal network. This situation is problematic because relationship development requires skilled and motivated staff.

In addition to benefiting from the supports and resources identified above, the PSC and IPSC's could stimulate the growth of personal networks. This could take the following forms:

- Development of facilitation tools such as a handbook with tips developing a network
- Provision of training supports to agencies providing residential services
- Linking people to organizations like Planned Lifetime Advocacy Network (PLAN) which trains facilitators to develop personal networks

- Nurturing the development of, or access to, volunteer matching services (e.g. many recreation departments run similar programs)
- Becoming a source of information on best practice on network development

Role of Representation Agreements

6.2.1 A new vision of legal capability

The adult guardianship framework offers opportunities to support personal decision making and is based on principles that introduce into law a multi-dimensional vision of capability that provides alternatives to guardianship. The *Representation Agreement Act*, one of four pieces of associated legislation, is a tool to ensure individuals have the advocacy support and protections needed to pursue their goals, and provides:

- A vision of capability that recognizes abilities, intelligences and communication as multi-dimensional and unique to the individual and their circumstances
- An ethical framework for supported decision-making centred on self-determination
- A means to ensure that decision-makers are accountability to individuals
- A process to preserve and strengthen communication
- Legal recognition of the interdependence of relationships
- A flexible model for individualized and integrated financial and personal planning
- A way to formalize existing supports and facilitate development of new relationships

6.2.2 Representation Agreements and their Relevance to Individualized Funding

Personal care under Section 7 of the *Act* may include but is not limited to matters dealing with diet, exercise, living arrangements, spiritual or religious traditions and activities, arranging home support, etc. The authority to assist with IF decisions can be found under the heading of personal care and routine management of financial affairs. For example, a representative would have authority under the definition of routine management of financial affairs in Section 7 to assist an individual by hiring bookkeeping or accounting services, contracting on behalf of the individual and accessing information to which the individual is entitled. However, it is the RARC's opinion that it may be prudent to clarify the use of Representation Agreements by adding a specific IF related authority to activities included in the definition.

There are two threats to self-determination and IF in the legislative framework due to the *Patient's Property Act*. Under this legislation, people are seen as incapable if they can't manage their own affairs. If someone is found incapable, a Committee is appointed to take over their affairs.

The first threat concerns people who are 'on file' with the OPGT through a Certificate of Incapability which is a form filled out and signed by the Director of a mental health facility or psychiatric unit. Certificates were automatically issued when individuals entered institutions such as Woodlands, or were admitted to residential or treatment programs, and give the OPGT authority over financial and legal matters. Certificates were meant to be temporary, and leaving the 'care' of institutions and programs was expected to result in their 'discharge'. However, many Certificates were not discharged and remain on file with the OPGT, and special arrangements must be made to discharge these documents.

A second threat is where a person has no family or friends to assist them. In this instance, if someone who receives IF needs assistance, the OPGT may become the legal decision-maker.

6.2.3 Individualized Funding and Supported Decision Making Options

Outlined below are various types of supported decision making vehicles in use in the community.

Microboards

A Microboard is a mechanism that can assist individuals to manage support funds. They can receive IF and help ensure supports are purchased in accordance with the person's wishes. Members provide friendship and can assist with planning and monitoring. Microboards may be an option for individuals with a Committee. The Microboard could manage IF, while a Committee would retain responsibility for the individual's financial affairs and/or healthcare decisions. The OPGT recommends a Committee also sits on the Microboard. A Microboard can complement a Committee of the estate by assisting with decisions made around personal matters over which the Committee of the estate has no authority.

Circles of Support

Circles of support are an informal, unpaid group of people who provide the person with emotional, social and practical supports, including decision making support, but they do not have legal status.

Family Governed Support Network Societies

These are non-profit societies established by families to support a number of individuals with disabilities. This entity could receive IF and act as the employer of record for the individuals the society serves.

6.2.4 Recommendations

1. *That the Representation Agreement Act regulations defining routine management of financial affairs be amended to include a specific reference to matters related to IF.*

2. *That a process be developed to identify and discharge Certificates of Incapability where the OPGT has no active involvement.*

3. *That the OPGT develop policies to guide their involvement where IF is concerned to ensure self-determination is the overarching philosophy.*

4. *That the PSC and IPSC's make the development of personal networks a priority activity for those individuals who require such support, and further that they support the work of*

people and agencies in the community who are committed to providing decision-making and advocacy.

Section 7 Recommendations Associated with Outstanding Issues and Questions

Transition Planning Support for Non-CLS–Eligible Youth

Some children served by the Governance Authority will not be eligible for adult services. This includes children with physical disabilities now on the At Home Program who may become eligible for support as adults from the Ministry of Health Services.

Recommendation

1. *That the PSC, through the IPSC's, offer information and transition planning support to youth who are no longer eligible for adult services.*

Alternative to Licensing

The *Community Care Facility Act* is the legislative authority for the director of licensing to exercise certain powers and carry out mandated duties and responsibilities. The Ministry of Health is currently responsible for maintaining the relevancy and currency of the Act and regulations. The *Act* empowers the Lieutenant Governor in Council (Cabinet) to make regulations which include Child Care Licensing Regulation and Adult Care Regulations.

The Honorable Katherine Whittred, Minister of State for Intermediate, Long Term and Home Care, tabled Bill 16, the new *Community Care Facility Act* during the spring 2002 sitting of the BC legislature. Between tabling the bill and final reading in the fall, public input is being sought on the proposed Bill.

Given that Licensing regulations are viewed as intrusive by many community living advocates, at times interfering significantly with the self-determination rights of people with disabilities and their families, adequate amendments to the new *Act* need to be secured that are consistent with the vision associated with IF, independent planning and the new Governance Authority, or a full exemption sought.

Recommendation

1. *That the interim Governance Authority board review Bill 16 in relation to its community living vision and seek amendments or an exemption from the Act as required.*

Agency Accreditation

Many non-profit and profit providers are undergoing accreditation training, primarily under the auspices of CARF. The Working Group believes that a decision by an agency to seek accreditation should be optional if they think it will enhance their attractiveness to people with disabilities and families.

Recommendation:

1. *That agencies have the option of pursuing CARF accreditation*

Legal Liability

The Governance Authority and PSC (and IPSC's) may have a legal exposure and liability concerns if something goes wrong with a caregiver, service or program chosen by the individuals or family that results in "harm". It is important that individuals and families understand the implications of decisions they make when accessing community services and supports. Access to liability insurance at a reasonable cost, and other safeguards must be available to those accessing IF.

Recommendation

1. *That a legal and risk management opinion be sought and steps taken to identify how such risk can be minimized at a reasonable cost.*

Safeguards for Existing Program Commitments

Two programs that will become the responsibility of the Governance Authority and have potential for transference to IF are subject to historical or legal commitments. The first is the Associate Family Program. When it was established, a commitment was made to families that it would not change. This commitment was reaffirmed when MCF was created in 1996. It is also likely that 40-50% of children on Associate Family program won't be eligible for CLS adult services, but may be served by Health. The second are the programs for Children with Autism Spectrum Disorder aged birth to six years (EIBI/IEII). The Province, which is required by a court ruling to provide these services to this group of children, is currently appealing that ruling.

Recommendations

1. *That existing services be safeguarded and grand-parented for families using the Associate Family Program.*
2. *That the EIB/IEII programs and budget be safeguarded for the provision of effective, intensive behavioural intervention for children aged birth to six years with ASD.*

Taxation Status of IF with Canada Customs and Revenue Agency

Currently, BC programs such as "At Home" and "Choices in Support for Independent Living" (CISL), and similar programs for people with physical disabilities in other provinces, are not viewed as income. However, Canada Customs and Revenue Agency (CCRA) has not ruled unequivocally that IF is *not* income. This issue is complicated by the fact that federal programs like the "Opportunities Fund" are in fact subject to income tax assessment.

According to May Yu, Financial Management Analyst (Financial Services Branch) with the MCFD, the CCRA Rulings Directorate has been approached previously

". . . on whether a social assistance payment would be taxable when responsibility moves to regional authorities. Since the social assistance payment was not taxable before, it will not lose its identity when it is paid . . . from a public body to programs which would have the same characteristics when it was governed by the Ministry".

In the absence of a final ruling, there remains a danger that people receiving IF may be required to pay income tax. According to the Roeher Institute, CCRA has thus far issued exemptions on a case-by-case basis. In addition to seeking an exemption from CCRA, a longer term strategy would be to meet with the Federal Department of Finance to request policy changes fully exempting IF from being viewed as income. Cross disability groups in Canada would likely join BC in moving this issue forward. Another major issue associated with the CCRA is that limit mechanisms exists for tax credits to be given to families for financial and in-kind contributions.

Recommendations

1. *That a ruling be sought from the CCRA as soon as possible in BC on the status of IF.*
2. *That provision is sought for family contributions/expenditures to be considered as a tax credit.*

Income Testing

Current programs vary in terms of whether families are income-tested (e.g. Respite; At Home Respite, Homemakers), whether they have to make other kinds of contributions (e.g. Special Needs Agreements; Associate Family) and how they are enforced. The system is not fair in that families may or may not be income-tested depending on the program used. Families with children with special needs already face extraordinary costs and make financial sacrifices such as foregone income. There are many in-kind ways in which families can and do contribute. Policies must be developed which recognize such contributions.

Recommendation

1. *That income-testing not be a component of IF, rather that the extraordinary costs, financial sacrifices and in-kind contributions of families be recognized in policy.*

Payment to Family Members

Families have unique needs that must be met to promote family functioning. In some cases, the best option for the child and family may be to pay a parent or sibling as a caregiver. Such a policy is based on an understanding that: i) extraordinary contribution of families to care of their children's should be recognized; ii) payment may be the only way to support some families to keep their children at home, and to prevent them from using social assistance; and iii) targeted payments may make the best use of natural supports, by complementing the parent's role as the natural caregiver, resulting in overall cost savings.

Examples of this payment method could include: i) where geography/location prohibits other option; ii) where it is the only way to provide culturally appropriate support; iii) where the skills required to meet the child's needs are not otherwise available; and iv) where a parent with a disability also needs care at home.

Recommendation

1. *That parents or siblings be paid as caregivers where this is the only or best option.*

Additional Funding Options

While IF (along with independent planning and advice) represents an empowering and cost effective way to enable individuals and families to meet their needs, there are additional funding options that should be considered that also have the capacity to effectively "target" financial resources. For example, this includes vouchers which are a set amount of funding that is typically used to purchase a discrete item, or direct funding where eligible recipients may receive a specified amount of funds to purchase a service or services from a pre determined category or group of services. Issues of administrative costs may in fact make these types of funding mechanisms more cost effective to deliver.

Recommendation

1. *That consideration is given to implementing a blend of funding streams to augment IF where this is the most cost effective and efficient way to target scarce resources.*

Services to Children with Special Needs Planning Committee – Final Report

The creation of a governance authority for community living services is an exciting opportunity to change life for the better for both adults with developmental disabilities and children with special needs and their families. Based on an agreement with the Minister of Children & Family Development, the Community Living Transition Steering Committee has developed a proposed vision, structure and process for how this could be made into reality, and forwarded it in the form of a report back to the Minister. An important piece of that work has been to develop recommendations for how children and families will be best served in the new system. That has been the task of the Children & Family Work Group, during a particularly intense and exciting four-month period in mid-2002. This report represents the work of that Work Group.

Philosophy, Principles and Considerations

Life for a family with a son or daughter with a developmental disability or an autism spectrum disorder is different than for an adult with a developmental disability and their family. These families have a moral and legal obligation to support and provide for their children, and to make decisions on their behalf. Their children often have significant needs related to several aspects of their development, and parents must deal with many systems and bureaucracies to find out about and access the services their children need. They also need support as a family, to enable them to stay healthy, support themselves, and live as normal a life as possible as citizens in their neighbourhoods and communities.

When their children are young, parents often feel overwhelmed by the complexity of what they have to do and what lies ahead. It takes time for them to develop the skills and networks they need to become effective, informed advocates for themselves and their children. As their children grow, they encounter new systems and journey through a series of transitions with them - into school, into high school and then into adulthood. These teenage years are often challenging as needs, systems and expectations change. Most parents stay very closely involved with their grown children's lives, and then face more transitions, as they themselves get older.

The supports and services offered by the new Community Living Authority must be designed in a way that recognizes these factors and how they shape life for families with minor children. They must be grounded in a philosophical commitment to put families at the centre of decision-making and service delivery. The Work Group has developed a set of principles to facilitate this and strongly recommends that they form the underpinnings of how the new Authority serves, supports and interacts with families. Key elements of these principles include:

- We honour families as the drivers of service.
- We empower families and children and promote self-determination.
- We trust families and partners.
- We work to build community inclusion and capacity.
- We provide individualized, holistic and life-long services/supports.
- We respond to families' needs as they change.
- We are accountable and focused on outcomes.

Key Recommendations

The report contains 27 recommendations. Several of these have gone forward separately to the Transition Steering Committee, as they require immediate response from the Minister, and therefore inclusion in the report from the Transition Steering Committee to the Minister. These are referred to as stage one recommendations. The balance of the recommendations go beyond the scope and mandate of the Transition Steering Committee, into what will be the purview of the Transitional Authority and the Community Living Authority, as they become operational and begin implementation. These are referred to as stage two and three recommendations. The status of each recommendation appears in a table in Appendix1.

As they developed their recommendations, the Work Group discussed them with other work groups charged with overlapping issues, in particular Governance, Individualized Funding and Finances/Human Resources. To an extent, they acted as somewhat of an internal advocate for the perspective of children and families within the Transition Steering Committee process. Some of their recommendations have been integrated into those of other work groups and the TSC itself to a significant extent. The complete set of recommendations is presented in the report under five categories as follows:

1. ***General Governance***

The report recommends that the principles developed by the Children & Family Work Group be reflected in the mandate and values of the new Authority, and that legislative and regulatory steps be taken to ensure protection of the interests of families with children served by the new Authority. These include specific legislative language that reflects the dual mandate to serve both adults and children/families; a minimum of two children/family representatives on the Board of Directors; a Child and Family Committee of the Board; and a community-based "feeder system" to provide direct connection with community and opportunities for parents to gain the skills and experience needed to serve on the Board. It also includes a "family-friendly" Board that welcomes and supports the participation of families with children; ex-officio representation and protocols to facilitate partnerships with other family-serving authorities and ministries; and a five-year budgeting system that enables adequate transition planning.

2. ***Services Governed Exclusively by the CLS Authority***

The new Authority will deliver some services under its own governance, and will develop an Individualized Funding, or IF, service delivery option. The Children and Family Work Group welcomes IF as an opportunity for families with children, as well as adult individuals, to explore their full citizenship and gain significant control over the management and monitoring of services. Like other services and supports, IF needs to look different for children and their families than for adults. The report makes a series of suggestions about how to do that, including recognizing the role of the family as decision-maker and natural core-support for a child; addressing support needs of both the child and the family; and enabling families to access planners of their own choice.

In addition to IF, the Work Group grappled with issues of what service delivery might look like and what type of operational presence the new Authority will have in communities across B.C. Their vision of the future is of a continuum of flexible family support, including residential options, that would enable families to choose and access what they need, when they need it. They also see a number of core functions that need to be performed at the local level, and that, at least initially, eligibility for community living children's services remain the same as it is at present. There is also a series of stage two and three recommendations on service delivery issues such as liability, income-testing, payment to families, program safeguards, accountability, demand management and transition planning.

3. ***Services Governed Exclusively by CFDS Authorities***

Under the new governance regime, some children and family services will be provided exclusively by the new regional Children and Family Development (CFDS) Authorities. Some children served by the Community Living Authority will need to access these services and vice versa. The Work Group feels that they share a common vision with the architects of the new CFDS authorities, of a series of flexible family supports based on many shared values and principles. They strongly recommend that mechanisms to create and sustain partnerships between the new Community Living Authority and the CFDS counterparts be developed, and identify several particular areas of need, such as mental heath and other professional supports, and supports for parents with developmental disabilities.

4. ***Jointly Governed Services***

The Minister has committed to create a Joint Policy Directorate (JPD) that will have policy and funding responsibility for a sub-set of the programs under each of the Community Living and CFDS Authorities. This includes programs such as Infant Development and Supported Child Care, which provide vital supports to both families and children in the critical early years, often before they access community living services. The Work Group is wholeheartedly committed to an early implementation of the JPD and to an active partnership that will help ensure that families receive seamless services and referrals from these programs. The Work Group developed a draft Memorandum of Understanding on the JPD, which has received approval-in-principle from the Transition Steering Committee and gone forward as a stage one recommendation. There are additional recommendations in this section pertaining to access to provincial programs, legal obligations around the early intervention program for children with autism, and how proposed changes to existing programs should be handled.

5. ***Children with Special Needs in Care***
This has been the most difficult issue for the Work Group to deal with. The legal, historical and program issues surrounding the residential needs of children with special needs in care and their families are complex. The report recommends that the new Community Living Authority take on the responsibility and current budget for residential support for those children currently served by the Community Living offices of the Ministry i.e. children eligible for community living children's services who are currently in care through special needs agreements or permanent or temporary custody orders.

   The report recommends that the new Authority devote time and resources to developing alternative legal and program mechanisms for the provision of residential options to these children and their families, without the need to exercise guardianship responsibilities under the *Child, Family & Community Service Act*. During an interim period while this is being done, staff with delegated authority will need to be seconded to the Authority, to allow these children to have stability during the transition, and to ensure that the Ministry's guardianship responsibilities are met.

In concluding, the report makes some suggestions for those who carry the work into the implementation phase. It advises that the new Authority keep the perspective of families central; be mindful of its broad-based accountability to community; develop a change management strategy and work towards common visions shared with the CFDS, and likely the new Aboriginal Authorities. Several initial priorities for action are suggested, such as the development of a continuum of flexible family supports, including residential options; active participation on the JPD; reviewing eligibility criteria and addressing the key issues of waitlists and the transition of children to adult supports and services.

Introduction

As the Children and Family Work Group of the Community Living Transition Steering Committee, our mandate was to look at the "big picture". We have focussed on broad principles and considerations affecting families with children with special needs within the new Community Living Services (CLS) Authority. While we have not focussed on the day-to-day service delivery details, we have identified a number of service delivery issues that the interim governance body and the Community Living Services Authority will need to grapple with as they get up and running.

Although the time frame for our work was very short and did not permit direct consultation with families, service providers or others, we have relied heavily on those who have gone before. There is a rich well of previous work from which we have drawn – work done by families and family-serving organizations in British Columbia, and by researchers and other organizations around the world. We have felt honoured to have had the task of integrating some of that past work into this collective vision for the future.

We began our work in May 2002, with the following objectives:

1. To identify principles to guide the review of issues.
2. To identify impacted Ministry and inter-Ministry programs, boundaries and issues.
3. To propose workable solutions for issues now seen as problematic for effective delivery of CLS services for children/families.
4. To recommend protocols for future management of programs impacted by the Authorities or other Ministries.

We developed a work plan and roadmap based on the Minister's Letter on Community Governance of Services for Children with Special Needs of April 2002, dividing the work into five areas:

1. General Governance
2. Services Governed Exclusively by CLS Authority
3. Services Governed Exclusively by CFDS Authorities
4. Jointly Governed Services /Joint Policy Directorate
5. Children with Special Needs in Care

Our work followed this roadmap and has resulted in this report, completing the progress documented in our Interim Report in August. Many of the issues of concern to us also fall under one or more of the other work groups. As our work progressed, we became somewhat of an internal advocate within the Transition Steering Committee process. We have interacted with all these work groups, raising issues and impacts that are different for children and families than for adult individuals. As such, our work is represented in several other committee reports, as well as in tour own.

Before we got very far into our task, we needed to grapple with and define which children and families we were talking about, as the term "special needs" is broad and has different meanings in different contexts. For the purposes of this report, we use it refer to children who meet existing eligibility for Community Living Children's Services i.e., have a developmental disability, autism, or are eligible for the At Home Program. This includes children and youth from birth to age 19, and the transition to adulthood.

Our report has four sections. Section B, which follows, outlines the principles and philosophy we feel should underpin the new Authority. It also details considerations that we think make life for families with children different than for adult individuals. Section C, which forms the bulk of the report, contains all our recommendations in detail, along with our rationale for each of them. They are divided into the five areas mentioned above. Section D, our conclusion, provides some suggestions for those who take up the task from here and move this exciting new direction into the implementation phase. And finally, there are several appendices providing background information. Appendix 1 provides a listing of the status of each recommendation. Other appendices contain initial graphic conceptualizations of what the new structure and services could look like for families.

We welcome the reader into the exciting possibilities the future holds for families with children with special needs who will be supported by the new Community Living Authority. Place yourself in the shoes of families as you review our recommendations. Imagine what the future could look like, and the hope that it holds.

Philosophy, Principles and Considerations

The title of this Report – Choices, Options, Flexibility and Access –represents the vision we have for the future for families with children with special needs who will receive support and service from the new Community Living Authority. It is a vision of a service and support system grounded in a philosophy that puts families firmly at the centre. One that supports families to meet their children's needs and live healthy, normal lives themselves. And enables them and their children to realize their full citizenship.

We draw to some extent on work done by the Canadian Policy Research Networks on *The Best Policy Mix for Canada's Young Children*. This work identifies the concept of full citizenship for children with disabilities and their families as having three elements:

- Rights and responsibilities;
- Access to rights and to both inclusive generic services and a flexible, portable package of supports that targets the needs of the child and family; and
- A sense of belonging.

It also identifies three enabling conditions as being necessary for positive child outcomes: adequate income, effective parenting and supportive community environments. And finally, it discusses the "nested" environment in which children live and grow:

- The child within the family,
- The family within neighbourhoods and workplaces,

- The community as defined by different geographic and political boundaries,
- The public institutions, such as schools, that form community infrastructure, and
- The governments that provide resources and policies.
  (Fraser Valentine; CPRN; 2001)

Most families with children with special needs in B.C. struggle to realize their full citizenship. Access to both generic services and supports to meet their special needs is often difficult, and the services available are not usually built around the needs of the whole family. The system is complex, fragmented and often uncoordinated with other systems families use such as Health and Education. As a result, they and their children often feel like they do not belong in the societal "nest" in the same way that their neighbours do.

Our vision for a different future is based a set of principles that would form the value basis for the new CLS authority and shape the policy, planning and delivery of services and supports for children and families. While the core values reflected in these principles are also generally applicable to supports for adults with developmental disabilities, the detailed content is quite specific to children and families. It reflects the specific and unique considerations that shape life for families with children with special needs. Our principles are:

FAMILY CHOICE

Children have the right to grow up within family relationships that are safe, loving, nurturing and stable. Families know themselves and their children best, and are best placed to make decisions on their behalf. Therefore,

- We respect and accept families' values, based on their own cultural beliefs, life-ways and individual experience.
- We respect the right of families to drive service development and delivery, and to control how, where, when and by whom they receive services/supports.
- We provide the means for families to access custom-designed individualized services/supports that reflect their needs, resources and dreams.

SELF DETERMINATION

Our ultimate desired outcome is for families to thrive and see their children grow into adults who can live with dignity and realize their full potential and citizenship. Therefore,

- We empower families and children and promote self-determination.
- We support children to learn about themselves and have appropriate input into decisions affecting them.
- We promote access to advocacy and self-advocacy support.

RELATIONSHIPS BASED ON TRUST

While families have the primary responsibility for the growth and development of their children, they face extraordinary challenges in raising a child with special needs. They need service/supports to meet those challenges and to maintain their integrity and strength as a family. Therefore,

- We honour and value the expertise of families and the contribution and commitment that they make to their children's development and well-being.
- We believe in the potential and capacity of families and children and trust families to know what they need.
- We build relationships and work in partnership with others to access resources and provide services/supports.

COMMUNITY INCLUSION

All children and families have a right to be full participants in their communities. All communities benefit from the full participation of all members. Therefore,

- We strive to provide natural supports in natural environments.
- We communicate and relate in an inclusive and open way.
- We support families to network with other families
- We work with families and communities to design services/supports that reflect local needs, resources and cultural diversity.
- We work to build capacity and accessibility within communities.

LIFE-LONG SUPPORT

Children have a right to a life-long continuum of service/support that changes and adapts as they grow and develop. Smooth transitions between life stages are key to success. For many, the commitment and involvement of family remains central and vital throughout their lives. Therefore,

- We provide services/supports that are planned, individualized, holistic, flexible, portable and seamless, allowing for change over time and for the natural development of children within the context of their families.
- We plan, support and resource transitions.

RESPONSIVENESS

Families deserve services/supports that meet their needs as soon as those needs are identified, and as those needs change. Therefore,

- We proactively support families from an early age.

- We ensure that services/ supports are readily and fairly available when families need them.
- We provide families with easy access to information about services, supports, resources, therapies, options and research.
- We respond quickly to changes in families' needs and circumstances.
- We safeguard services/supports at points of crisis.

ACCOUNTABILITY

Services/supports are focussed on outcomes for families and children, and are accountable to families, communities and the public. At the same time, we are not limited by what exists. Therefore,

- We follow provincial standards that define financial accountability, outputs and outcomes.
- We base services/supports on best practice.
- We support families, staff and service providers to build on successes and to continually evaluate and improve practice.
- We build in quality assurance processes that include family feedback.
- We are committed to reducing and eliminating barriers to optimal service/support.
- We are open to new, creative solutions and approaches.

We have carried out our work in the context of these principles. We have also made constant reference to the significant needs, responsibilities and experiences that make services/supports for children and families different from those for adults and their families. We believe that there are unique considerations affecting families with minor children with special needs in the CLS service/support system. These affect and flavour virtually all aspects of how the new governance authority will be set up, provide services/supports and interact with children and families, and include the following:

1. Families have a legal, financial and moral responsibility to support and provide for their children, and to make decisions on their behalf.

2. Families of children with special needs face extraordinary demands and make extraordinary contributions, both financial and otherwise, to the well-being and development of their children.

3. Parents often feel uninformed, confused and overwhelmed by the complexity of accessing the supports and services necessary to meet their children's needs, and maintain their health and well-being as a family.

4. While their children are young, families are often not yet connected to other families and sources of support, and have not had opportunities or support to develop advocacy skills.

5. Given appropriate supports, information and choices, families have the capacity and ability to live healthy, normal lives with their children at home.

6. Families need holistic supports that meet both their child's individual needs and their needs as a family.

7. Families go through a series of transitions as their children grow, and their needs change over time.

8. As children get older, there are often many professionals and multiple systems involved, including the school system, CFDS and the health care system.

9. Eligibility for children's services/supports varies between programs, and is often broader than eligibility for Adult Community Living services/supports. Some children will likely not be eligible for adult services/supports.

10. The teenage years and transition to adulthood are often challenging, involving changing needs, systems and expectations as well as the personal challenges associated with becoming an adult.

There is also a whole set of considerations pertaining to Aboriginal families raising children with special needs who may be eligible for CLS support services. We respect the aspirations of Aboriginal communities to develop distinct Aboriginal governance structures, and recognize that these children and their families may eventually be supported by one or more Aboriginal governance authorities. It is not expected that these authoritie(s) will be operational by the time the CLS transitional authority is up and running. At some time in the future, there may be a need for the CLS authority to support the planning for the Aboriginal authoritie(s) and for these children to transition to an Aboriginal authority.

Recommendations

After developing the philosophical perspective and principles outlined in the previous section, we moved on to consider the five areas outlined in the Minister's Letter on Community Governance for Services for Children with Special Needs i.e.

1. General Governance
2. Services Governed Exclusively by CLS Authority
3. Services Governed Exclusively by CFDS Authorities
4. Jointly Governed Services /Joint Policy Directorate
5. Children with Special Needs in Care

We systematically reviewed these areas, gathering information as needed, drawing on previous work and our own experience and ever mindful of our principles and the unique perspective of families with minor children with special needs. While we knew we were charged with making recommendations at a fairly high level, and not about the day-today details of what services and supports might look like, we found we had to think about the likely ramifications of our thinking, before we could settle on a direction. This was challenging and time-consuming work.

The next section presents our recommendations in detail, under the five categories.
We recognize that some of them extend beyond the scope and mandate of the Transition Steering Committee and its report to the Minister, into what will be the purview of the Transition Authority and the CLS Authority. They are vital to the kind of visioning, thinking and planning that will be needed as those bodies are established. Several of our recommendations, or parts thereof, have gone to the Transition Steering Committee directly, as they require inclusion in the report to the Minister, and government action as the Transition Authority is created. We have called these stage one recommendations. The others, characterized as stage two or stage three recommendations, apply to the Transition and/or Community Living Services Authority. The table in Appendix 1 shows the status of each of our recommendations.

General Governance

We propose that a key policy objective be to reflect and protect the interests of children with special needs, aged birth to 19, and their families, in CLS governance.

The recommendations in this section are designed to do that. They will require action and attention in terms of legislation, regulation and policy. The first four recommendations take the form of lists of mechanisms that could help achieve the policy objective in the four areas of:

- Principles, values & mandate;
- Representation on the Board;
- Governing process; and
- Management.

These have been discussed with the Governance Committee, and are reflected in that committee's report as well.

Parts of the recommendations that require immediate action by the Minister as the governance structure is designed and enacted are included in one of our stage one resolutions to TSC. The rest of these suggestions go beyond the mandate of the TSC and Governance Committee and into the purview of the Interim Board of the CLS Transition/Governance Authority. We include them here in order to present a complete picture, and anticipate that they will be forwarded to that Board in due course.

We felt the need to understand and work through how families will be connected to the structures and processes of governance, and have developed a graphic conceptualization to help us do that. (Appendix 3)

1.1 Principles, Values & Mandate

FACT/ISSUE

The needs, responsibilities and perspectives of families with children are not the same as those of adults and their families. The collective programs and budget for adults are much larger than those for children with special needs.

RECOMMENDATION

That the unique considerations affecting minor children and their families be reflected and integrated into the principles, values and mandate of the CLS governance authority. Specifically,

- Integrate the children/family principles into the values/principles of the governance authority.
- Ensure legislative language reflects a specific mandate for services/supports for children and their families, including transition planning/support, and gives it equal importance to the mandate for adult service/supports.
- Include agreements with CFDS Authorities and other child/family-serving ministries in the list of required MOU's. (See recommendation 1.5)
- Conduct research into and address any legal implications of the Community Living governance legislation, as it relates to existing legislation affecting children and families i.e. *Child, Family & Community Services Act* and *Family Relations Act*.
- Establish a direct relationship and line of communication between the governance authority and the MCFD Minister and the Minister of State for Early Childhood Development, regarding broad policy concerns affecting children and families.
- Include in the authority's mandate the powers to fix fees, arrange subsidies and set family contribution requirements, including non-monetary options.

RATIONALE

- While underlying core values such as inclusion, choice and self-determination are shared between adult and children service/support areas, the ways in which they are expressed and interpreted differ. There needs to be a specific set or subset of principles related to families and children.
- The sheer size, demands and issues of the adult service stream could easily outweigh children's concerns unless the mandate specifically gives equal importance to both.
- Children and their families will move between the CLS and CFDS authorities. In the interests of integrated and seamless service, a similar set of principles should provide the foundation for the whole continuum of children's services/supports, including those governed by CFDS and those under the Joint Policy Directorate.
- The complexity of the services requires a series of protocols or agreements to set out common principles, delineate mandates, roles and responsibilities and outline how the authorities/ministries will work together to serve children and families.

1.2 Representation on Board (Legislation/Regulation)

FACT/ISSUE

Many families of children, especially young children, have not yet become involved in advocacy and issues. Most of those active in community living advocacy, including the Transition Steering Committee process, are closely tied to adult services/supports. If left to happen 'naturally' it is likely that most or all of the family/consumer representation on the Board will be people involved with adult issues, leaving a gap in the awareness and understanding of the impact of the governance structure and its activities on families with children with special needs.

RECOMMENDATION

That the structure and process for appointments to the Board of the CLS governance authority be designed to proactively encourage and support the participation of families with children with special needs. Specifically,

- Design a broadly based, transparent nomination process that reaches families of all ages and involves networks and family-serving/advocacy organizations in recruiting and supporting nominees/Board members.
- Create a family-friendly Board that uses approaches such as flexible meeting times, paid child care, conference calls, training/orientation, mentoring and family-to-family support to reduce barriers and facilitate the involvement of families with children.
- Develop a community-based "feeder system" that provides for a direct connection to community and makes it possible for families with young children to participate and gain the skills and experience needed to eventually serve on the provincial Board. This "feeder system" should also be family-friendly, and adhere to the same values and principles as the provincial Board.
- Require a minimum number of two of the family/consumer Board members to be individuals with children (Could also apply to "feeder system").
- Include familiarity/experience/commitment to issues affecting families/children in the job profile of potential Board members.
- Ensure the makeup of the Board reflects different life ages/stages (i.e. 0-6 yrs, 6-12 yrs and 13-19 yrs), different expertise, and geographic and cultural diversity.
- Offer honouraria to Board members.
- Consider ex officio representation from CFDS authorities and child-serving ministries e.g. Education, Health Services, Community, Aboriginal and Women's Services, Human Resources, Attorney General.
- Create a Family and Children Committee of the Board as a focal point for Board activity around services/supports for children with special needs, including:
    i. Communication,
    ii. Inter-ministerial coordination,
    iii. Identification of issues, trends and budget needs,
    iv. Strategic planning,
    v. Policy development,
    vi. Accountability and monitoring
    vii. Identification of areas requiring protocols and the intended

outcomes for protocols.

viii. Key point of contact with the Joint Policy Directorate

To be chaired by a Board Executive member, with membership from the Board and community i.e. regional family representatives with children of different ages, representatives of provincial family organizations, ex-officio Board members from other Authorities/Ministries. Should include the CLS representatives on the Joint Policy Directorate. Like the "feeder system", this would act as a training ground for future Board members. (See also recommendation 1.5)

RATIONALE

- Given the position of children's services/supports in relation to adults, and the unique challenges faced by parents of younger children, proactive steps are needed to create and sustain a sizeable "pool" of potential Board members.
- Time and funds are precious commodities for families with children with special needs. The environment, including remuneration, must make it feasible for them to participate.
- Boards often make decisions by votes. A minimum number or percentage of children/family representatives is a key way to ensure adequate representation of people who understand and are committed to the needs of children/families.
- True community governance that represents the social and moral values embodied in the community living movement requires constant renewal and interaction with the people most affected at the community level.

1.3 Governing Process (Regulation/Policy)

FACT/ISSUE

Appropriate mandate, principles/values and adequate representation on the Board will not guarantee that issues of concern to families with children are given adequate attention and consideration during the governing process.

RECOMMENDATION

That the CLS Authority's process of governing be designed to proactively encourage and support the participation of families of children with special needs. Specifically,

- Set up a portfolio on children/family issues to be held by an executive member who would also chair the Family & Children Committee.
- Set up a process for ongoing consultation, communication and feedback with families. This could be through a broader Community Advisory Committee on children/family issues or through an existing organization e.g. Family Support Institute.
- Consider children/family and transition issues when creating Board policy.
- Include children/family issues/concerns/programs in training and orientation for Board members.
- Consider weighted voting for children/family representatives when considering children/family issues e.g. representatives of families with children get two votes.
- Advocate for adequate funding resources to meet the mandate for serving/supporting children with special needs and their families.
- Develop meaningful roles for ex officio representatives of other ministries/authorities that assist in integrating children/family issues into the Board's operations.
- Ensure that the Board acts as a champion of both children's and adult issues in all its dealings, including its relationships with the Minister, Deputy Minister and families they are mandated to serve/support.
- Ensure that the Board's strategic planning specifically identifies and addresses the vision, goals, considerations and priorities of families with children, and the unique needs of all regions and communities.
- Develop a dispute resolution process that affords families final recourse to the Board.

RATIONALE

- The demands of the adult issues and budgets will overwhelm consideration of children/family issues unless specific mechanisms are incorporated into the way the Board does business.
- The Board has equal responsibility to respond to the needs of individuals and families, and to the needs of all regions and communities.

1.4 Management (Policy)

FACT/ISSUE

The Board will establish broad, high-level policy, decide on the management structure and recruit the CEO of the authority. The needs and concerns of children/families need to be reflected in these decisions as well.

RECOMMENDATIONS

That Board-level policy and decisions regarding management structure and qualifications reflect the unique considerations affecting children with special needs and their families. Specifically,

- Appoint a specific management team member with overall responsibility for children/family services/supports/issues.
- Integrate the principles for children/family supports/services into Board Policy.
- Commit to maintain and safeguard current children's services/budgets for initial period of time.
- Develop a five-year budget forecasting process that enables adequate planning for services/supports for children and families, including youth turning 19.
- Include the understanding of children/family issues as one of the preferred qualifications when recruiting the CEO and management team members.
- Develop Board policy and strategy to address adequate income support for families raising children with special needs, including a fair alternative to the current income-testing requirements.

RATIONALE

- Like any affirmative action-type undertaking, ensuring that the interests of children and families are adequately addressed must be done at every level of the organization, including the management level. The capacity to influence the management structure and CEO rests with the Board.
- Seamless transitions to adult services require significant advance planning and financial forecasting/budgeting.
- Current Ministry rules on income testing are inconsistent, unfair to families, vary between programs and are unevenly enforced. They do not recognize the significant in-kind contributions of families or the significant extra costs they incur.

1.5 Memoranda of Agreement and Protocols with Other Child/Family Serving Authorities and Ministries (Policy)

FACT/ISSUE

Some children and families will be served/supported by more than one authority/ministry and/or may move back and forth between them.

RECOMMENDATION

That the CLS authority, through the Family & Children Committee of the Board, develop MOA's and protocols with other child/family serving authorities and ministries, to cover and include:

- Common principles for working together in interests of children/families
- Definition of terms
- Roles and responsibilities
- Information sharing – common child/family information system
- Policy dispute resolution
- Access to services

Examples of these types of agreements include:

- Protocol for children moving between authorities/ministries that would cover local/regional/provincial decision-making, portability, waitlisting, role (if any) of the Joint Policy Directorate, problem-solving, transitions, critical incidents, dispute resolution and case management/coordination.
- Protocol between CLS and CFDS authorities regarding children-in-care and children in need of protection that covers contracting for each other's services, moving funds, guardianship, critical incidents etc.

(See also recommendation 1.2)

RATIONALE

- Children and their families will use services from both the CLS and CFDS authorities. In the interests of integrated and seamless service, a similar set of principles should provide the foundation for the whole continuum of children's services/supports, including those governed by CFDS and those under the Joint Policy Directorate.
- The complexity of the services requires a series of protocols or agreements to set out common principles, delineate mandates, roles and responsibilities and outline how the authorities/ministries will work together to serve children and families.

Services Governed Exclusively by CLS Authority

As per the Minister's Letter on Community Governance of Services for Children with Special Needs, many of the services/supports for children who meet the current CLS eligibility criteria will be provided under the exclusive mandate of the CLS authority. We feel strongly that they need to follow the principles for children and families we have developed. We see a holistic continuum of flexible supports that enables families to raise their children at home, and includes residential care options when needed. Such a continuum would be designed within the philosophical approach of meeting children's needs and keeping families whole, healthy and happy. A graphic representation of what this could look like is included in Appendix 4.

There is an expectation and commitment that the CLS Authority will make Individualized Funding (IF) available to families, as well as to adult individuals. This is an exciting opportunity to promote the full citizenship agenda for families and children and to take strong action to build family and community capacity. The experience of IF will be different for families than for adults, and is not likely to be the choice of all families. We have developed a series of ideas and suggestions about how to ensure that IF works for children and families. These are reflected in the first recommendation in this section, and also in the recommendations of the Individualized Funding & Independent Planning Committee.

The rest of the recommendations in this section pertain to delivery of CLS authority services/supports in general, including the IF option. Several parts are included in stage one resolutions to the TSC; progress on the balance is shown in the table in Appendix 1. Several of them pertain to financial issues; these have been shared with the Finances and Human Resources Committee and we anticipate that they will be reflected in that committee's recommendations as well.

We recognize that some of our recommendations go beyond the mandate of the TSC and into the purview of the interim Board of the CLS Transition Authority. They are included here for completeness and we anticipate that they will be forwarded to the Board in due course.

2.1 Eligibility for CLS Children & Family Service/Support

FACT/ISSUE

There is a broad range of meanings and usages for the term "special needs". The CLS Authority needs to be clear about which children it is mandated, funded and best equipped to support.

RECOMMENDATION

That the CLS Authority initially use the following criteria to establish eligibility for families with children aged birth to 19 with special needs seeking service/supports:

- Child has a developmental disability, or
- Child has autism spectrum disorder, or
- Child has been deemed eligible for the At Home Program

And that the CLS Authority undertake to review these eligibility criteria in the future, with a view to developing criteria which better reflect the principles, and are based more on the needs of the child and family, and less on diagnostic labels. This may also provide an opportunity to reconfigure programs into the type of continuum discussed later in this section, by, for example, combining At Home respite with other respite programs, and "unhooking" it from the Medical Benefits.

NOTE: These proposed criteria are broader than those for adults to be served by the CLS Authority, resulting in differences in service delivery.

RATIONALE

- The term "special needs" is broadly used in the Ministry now, and includes many children served by CFDS, with challenges such as FAS/E, ADHD or mental health issues; these children are likely best served by CFDS.
- These eligibility criteria are currently used by MCFD so this will cause no change or disruption during the transition period.
- The CLS authority is only going to receive funds currently attached to service for these children.
- The CLS authority is best equipped to serve these children.
- The Ministry has begun work on a needs-based eligibility criteria approach, through the draft Special Needs Policy Framework. This work reflects the need to support both children and their families, is based in current research in the field, and will provide a good starting point for the new Authority.

2.2 Operational Presence of Community Living Authority at Community Level

FACT

There are several significant operational functions related to providing responsive , appropriate service for families and children that will be required at the community level, and are not appropriately provided by Independent Planning Centres or contracted service providers.

RECOMMENDATION

That the Community Living Authority have an operational presence at the community level throughout the province, with functions to include:

- Contracting and service-monitoring with service providers.
- Determination of eligibility.
- Liaison with regional CFDS Authorities.
- Guardianship and planning responsibilities associated with delegated authority for children-in-care and special needs agreements, such as negotiation with other systems, entering into agreements, developing plans of care, contracting with foster parents, and liaison with the Public Trustee (During transition year; see recommendation 5.1)
- Responsibilities associated with provision of alternative residential options (In the longer term)
- Critical incident and issue management.

RATIONALE

- These functions are required in order to provide service to families and children in keeping with the principles. They will not be provided by the Independent Planning Centres.
- In order to be responsive, such functions are required at the local level, not at a regional or provincial level. Support and contracting needs shift constantly and decisions are needed that fit the local situation and work for children and families.
- Rural areas in particular would suffer from a regional or provincial-based staff structure due to their often unique needs and circumstances.
- It is not appropriate for service providers to provide these functions on a contracted basis, due to potential conflict of interest.
- The TSC has approved in principle that, for an interim period of a year, the budget and human resources required to support children in care currently eligible for Community Living Services, will be transferred/seconded to the Community Living Authority. Staff will be required to fulfill the guardianship and planning responsibilities associated with these children.
- In the longer term, alternative mechanisms and service models are envisioned that would enable the provision of residential support to children without the involvement of the Director. While guardianship responsibilities will not need to be fulfilled for these children, there will be planning and contracting responsibilities associated with supporting them and their families.

2.3 Individualized Funding Option for Families with Children with Special Needs

FACT/ISSUE

Families with children with special needs would benefit from access to an Individualized Funding (IF) option under the new governance authority.

RECOMMENDATION

That an individualized funding option be available to families with children with special needs being served/supported by the CLS Authority. And that it be developed in keeping with the children and family principles to meet the specific needs and responsibilities of families of minor children. Specifically,

- That the IF definition and program design/process be adapted to integrate and reflect the role of the family as the decision maker and natural core support network for a minor child, and the need for holistic supports that address the needs of both the child and the family.
- That funding options, including IF, be based on individual child and family needs, capacity and choice, with families having access to both global supports and a full or partial IF approach, and the option to change their approach as their needs and circumstances change.
- That families have two options for planning support and advice. One would be Independent Planning Centres that have family/children expertise. The other would be a community professional they are already involved with, who would not need to be certified by the Independent Planning Centre.

RATIONALE

- Public commitment to an IF option for families has been made.
- Parents are legally, financially and morally responsible for their minor children.
- Families need holistic supports that address both their needs and the needs of their child.
- The needs of families and children are unique. Not all families have the interest, need or capacity to manage IF. And their needs, capacity and/or interest may change as their children grow and their circumstances change.
- Some services may not easily lend themselves to IF, especially where specialized professionals are in short supply, and in rural areas where the range and choice of services may be limited.
- Families and children have specific planning needs and should have access to planning support from people who understand these needs.
- There is a wide range of professionals involved with families and they may choose one of them as their planner.

2.4 Continuum of Family Support

FACT/ISSUE

Families need access to a flexible continuum of support/service that meets their needs whether they are raising their children at home, or require some residential support.

RECOMMENDATION

That the CLS children/family model of support/service be based on holistic, individualized planning, whether a family chooses IF or not. And that the current array of programs be reconfigured into a holistic continuum that reflects and supports the natural components of healthy family life and complements informal community supports. Choices could cover areas such as flexible family supports, personal & planning support, specialized supports, living supports, natural community supports, self-help and mutual aid, crisis supports and residential care options.

(See graphic in Appendix 4)

RATIONALE

- The current programs reflect historical factors, and are not based on family-centred principles or a smooth natural continuum.
- More natural services/supports will enable families to live more normal lives, with their children at home.

2.5 Liability

FACT/ISSUE

The CLS authority and Independent Planning Centres may have a legal exposure and liability concern regarding the risk of something going terribly wrong with a caregiver, service or program chosen by a parent, resulting in harm to the child.

RECOMMENDATION

That a legal and risk management opinion be sought on this matter, and steps taken to minimize and allocate risk and liability, such as:

- Extension of liability insurance coverage via contract
- Methods to ensure that parents make truly informed and independent decisions, have adequate information to do so, and are not overly reliant on the planner/authority in doing so.

RATIONALE

- The liability situation must be clear to parents before they decide whether to choose an IF option.
- Families need to understand their potential responsibilities as employers.

2.6 Income-testing & Family Contribution

FACT/ISSUE

Current Ministry programs vary in terms of whether families are income-tested i.e. Respite, At Home Respite, Homemakers, have to make a financial contribution i.e. Special Needs Agreements, have to make in-kind or financial contributions i.e. Associate Family, or are fully funded. Enforcement is also uneven.

RECOMMENDATION

That the CLS authority not income-test for services/supports for children/families. And that the extraordinary costs, financial sacrifices and in-kind contributions of families be recognized.

RATIONALE

- Families with special needs already face extraordinary costs, make financial sacrifices such as forgone income, and receive little in the way of tax breaks to compensate.
- There are many in-kind, non-monetary and monetary ways in which families can and do contribute.
- The current system is unfair depending on which program(s) families use.
- For some programs, such as At Home Respite, the effect of income-testing is to reduce the amount of funding for some families, resulting in less service. This may or may not be appropriate, depending on family situation and need.
- The current system takes significant staff and administrative time to operate, is unevenly applied, and results in poor compliance in some regions.

2.7 Taxation Impacts

FACT/ISSUE

There is little recognition in the tax system of the extraordinary costs and foregone income incurred by many families raising children with special needs. There is also the potential for IF funding to be considered as taxable income to families.

RECOMMENDATION

That the CLS Authority develop a strategy to influence law and policy makers, with a view to improving the taxation situation for families raising children with special needs. This could include lobbying for changes to the Disability Tax Credit and Medical Expense Credit so they more accurately reflect the situation and include more families.

RATIONALE

- Need to maximize the tax benefits and minimize the negative tax impacts for families raising children with special needs, including those who choose an IF option.
- Adequate income is recognized as a required condition for positive outcomes for children with special needs (Valentine, 2001)

2.8 Payment to Family Members as Caregivers

FACT/ISSUE

All families have unique circumstances. In some cases, it is the best option for the child and family to have a family member, including a parent, as a paid caregiver.

RECOMMENDATION

That the service/support model, including the IF option, provide for any family member to be a paid caregiver. And under exceptional circumstances where it is the best option for the child/family, provide for a parent or other resident family member to be a paid caregiver. Examples of such circumstances include but are not limited to:

- Where geography/location prohibits other options
- Where it is the only way to provide culturally appropriate support
- Where the skills required to meet the child's needs are not otherwise available
- Where it is the best option for the whole family situation e.g. a parent with a disability or other children who also need care at home
- Short-term crisis response

RATIONALE

- Unique needs of children and families should be met.
- Extraordinary contribution of families to their children's care should be recognized.
- May prevent families using social assistance.
- May be only way to support some families to keep their children at home.
- May result in cost savings.
- May make the best use of natural supports, by complementing, not negating, the parent's role as the natural caregiver.

2.9 Transition Planning Support for Youth with Special Needs

FACT/ISSUE

Our principles and the Minister's Letter require smooth and successful transitions to adulthood for youth with special needs. This should apply to those eligible for CLS adult supports, those eligible for other adult services, and those not eligible. Currently, uninterrupted service/support is often hampered by the differences between the children's and adult services and resources.

RECOMMENDATION

That the CLS Authority include planned, supported transitions to adulthood and adult services as part of its service mandate for children and youth with special needs, and determine the flow of resources between children's and adult services. For those eligible for CLS services as adults, this should include identification of adult eligibility by age 17, and multi-year planning and adequate budget resources for both the transition process and adult services/supports. For those not eligible for full CLS adult services, this should include support to families in carrying out planning, and liaison, partnerships and possible cost-sharing with other ministries and community supports

RATIONALE

- Multi-year budget forecasting is required for adequately funded transitions.
- The teen years are often challenging for families. Adequate preparation, support and resourcing are essential to continuity of support and well-being of the family.
- Families have invested huge amounts of time and money to build supports around their child/youth. It is ethical practice to support continuity of service providers where possible, and maintain healthy family life.
- A successful transition process requires several years of planning, starting about age 14, and involving many other players and Ministries.
- It is responsible and in the best interests of youth and their families to plan for the transition to adulthood for youth being served/supported, even for those who will not be eligible for CLS supports as adults.

2.10 Safeguards for Existing Children's Program Obligations

FACT/ISSUE

There are two children's programs that will fall under that CLS governance authority that have some IF potential and are subject to historical or legal commitments or obligations.

The first is the Associate Family Program. This is a small program serving fewer than 40 children. At the time it was established, a commitment was made to the families that it would not change. This commitment was reaffirmed at the time that MCF was created in 1996.

The second is Early Intensive Behavioural Intervention for Children with Autism aged birth to six (EIBI). The Province is required by a court ruling to provide these services to this age group of children. The Province is currently appealing that ruling. (See also recommendation 4.2)

RECOMMENDATION

That existing services be safeguarded for families currently using the Associate Family Program. And that the current EIBI program and budget be safeguarded for the provision of effective, intensive behavioural intervention for children aged birth to six years with autism spectrum disorder.

RATIONALE

Need to honour historical commitment made to families using Associate Family Program.

40-50% of children on Associate Family Program are likely not eligible for CLS adult services, and will be served by Health as adults.

- CLS governance authority will be bound by the court ruling on EIBI. (See recommendation 4.2)

2.11 Demand Management/Waitlists

FACT/ISSUE

Most Ministry programs for children with special needs and their families have waitlists in most regions. There is inconsistent application of the Ministry's waitlisting policy and no commonly used electronic system to support tracking and priorizing. A better process is required in order to meet the Responsiveness principle.

RECOMMENDATION

That the CLS Authority take an approach to responding to requests for support/service that follows the Responsiveness principle and includes the provision of the following interim support to all waitlisted families within one month of their request for service:

- Determination of eligibility.
- Information and resources.
- Initial individualized planning and/or referral to independent planning centre.
- Possible consultative service.
- Linkages to natural supports, community networks, self-help/mutual aid and parent supports, and possible supports through other authorities/ministries.
- Possible short term funding or service, depending on level of need i.e. crisis.

And that the budgeting process be linked with the demand management system to facilitate better tracking, more accurate forecasting, improved availability of resources, and reduced wait time for full service.

NOTE: Full implementation of this approach will take time due to the size of the waitlists at present, however, it is envisioned that this will eventually become the normal practice of the CLS Authority.

RATIONALE

- Families need adequate, appropriate, timely and flexible supports in order to successfully raise their children at home, and prevent them "coming into care".
- Families only request service when they need it. Service must respond to those needs as they change.
- Interim support for families on waitlists will help strengthen natural and community supports and link families to other families.
- IF and improved accountability may help reduce waitlists as services become more appropriate and efficient.

2.12 *Accountability, Standards & Outcomes*

FACT/ISSUE

The CLS Authority will likely negotiate an Accountability Framework with the Ministry, and an overarching outcome-based program framework. Presumably it wishes to ensure that such accountability is in keeping with appropriate principles and outcomes for children and families.

RECOMMENDATION

That accountability mechanisms be principle-based and mutual in nature, specifically,

- Based on the child and family principles.
- Include broad child and family outcomes.
- Be compatible with similar expectations under CFDS authorities and the Ministry's overarching framework for Child, Youth and Family Development.
- Provide for accountability of the CLS Authority to families and community, as well as to the Ministry.
- Provide for basic assurance that service providers meet minimum standards.
- Provide for internal mutual accountability within the IF option, whereby parents are accountable for developing, following and updating the plan, spending and managing funds accordingly, and reporting on expenditures and outcomes; and the CLS authority/independent planning centres are accountable for the principle-based provision of the supports, information and tools to enable families to do their job, including selecting and monitoring service providers, acting as employers and building their own skills and capacity.

RATIONALE

- Families know what they need and should be trusted to act in their children's best interests, given the support, information and tools to do so.
- In addition to standard accountability for spending and outcomes, the CLS Authority has a moral accountability to community, and to the social values that underpin the community living movement.
- Many families, especially those of very young children, have not yet developed the strong personal networks and advocacy skills they will need to best serve their child's needs. They require support, information, mentoring and capacity-building to make sound decisions and manage and monitor their child's services.
- The At Home Respite Program provides a proven history of families managing direct funding and being accountable.

Services Governed Exclusively by CFD Authorities

The Minister's Letter provides for the Children & Family Development (CFDS) authorities to provide some of the services for children with a broad range of special needs, including many of those who will also be eligible for children's services from the CLS Authority.

We believe that we share a common vision with the architects of the new CFDS authorities – one that could see the creation of flexible family supports based on many shared principles and values.

In the interest of seamless services, family-centred care and smooth transitions, we are very interested in seeing a strong partnership developed with the CFDS authorities, and in seeing a common continuum of service for all children and families. We would look for opportunities to engage in discussion about the overarching Ministry policy framework that will set outcomes and expectations for the CFDS-delivered services, and about our common interests and vision for what services and supports might look like. The recommendations in this section provide suggestions on how to achieve that. They are all stage two and three recommendations that should be forwarded on to the Transition Authority and then the Community Living Services Authority.

3.1 Common Principle-based Continuum of Approach and Access for Children With Special Needs

FACT/ISSUE
Children and families will receive service from both the CFDS and CLS authorities and may need to access one or the other and/or move from one to the other.
RECOMMENDATION
That services/supports be designed along a continuum of flexible family supports that includes both CLS and CFD services, enabling families and their children to receive the most appropriate services when they need them, and preventing children from falling through the cracks between the systems, or from coming into care.
RATIONALE
• Families should be able to expect a similar approach regardless of which service stream they are in. The Ministry has done considerable work in the area of more principle-based and flexible family supports in CFDS. • Sharing of resources such as training will be easier if there are common ways of working, for both staff/service providers and families • Disruption of support due to shift from one authority to another is not in keeping with best practice or the Responsiveness principle. There is much documentation of children falling through the cracks between the systems. • May assist with reducing costly duplication of services. • Do not want to lose the expertise around services for children with special needs, due to the new governance approach. • Need to ensure that services for children with special needs are protected and valued for their own sake, and do not "compete" for funding with more protection-oriented CFD services.

3.2 Access to Mental Health and other Professional Supports for CLS Children & Families

FACT/ISSUE

There is a significant gap in access to mental health and other professional supports for children and families eligible for CLS services, especially multi-disciplinary assessments for children under 14.

RECOMMENDATION

That the CLS Authority work to improve access to mental health and other professional supports in CFD and in Health by:

- Implementation of MOU between CLS and CFDS authorities.
- Ensuring that planning support and information available to families, including independent planning centres, is responsive to the needs of children as well as adults.
- Proactive advocacy on mental health issues and needs on Joint Policy Directorate.
- Appointment of CLS representatives to the JPD who have an understanding of child and youth mental health issues and needs.
- Cooperation with CFDS and regional health authorities to develop better mental health support and counselling services for children and youth with disabilities.
- Direct contracting with specialized service providers when needed.

RATIONALE

- Families often spend great amounts of time and energy searching for appropriate diagnosis and support around the underlying causes of children's behaviour, their mental health needs, and appropriate strategies. Delays can result in mounting frustration and stress for families, inappropriate responses by parents and service providers, and setbacks for the children and youth.

3.3 Children served in CFDS Who Will Need Life-long Support

FACT/ISSUE

Some children and families served by CFDS will require and may be eligible for life long supports from the CLS authority and/or the Ministry of Health Services.

RECOMMENDATION

That the CLS Authority develop an appropriate mutual case review and referral, transition planning, and resource identification process with the CFD authorities, that enables children to receive the most appropriate service and transition planning, including the option of being supported by both authorities at the same time.

RATIONALE

- There are a variety of reasons why children who are likely eligible for CLS services would be served by a CFDS authority. These include active protection investigation and/or court activity; difficulties determining diagnosis; lack of knowledge by parents about CLS; and behavioural concerns that are seen as putting the child or others at risk. Children-in-care awaiting final court decisions, children moving from out of province or those who may have been in jail may also be served in CFDS.
- CLS-eligible youth have significant transition planning needs, regardless of whether they are also being served by CFD. CLS has the capacity and expertise to meet those needs.
- Planning and budget forecasting for adult services must include children served in CFD who will be eligible for CLS supports as adults.
- These children are vulnerable to "falling through the cracks" and don't always have families who can advocate for them; they must be proactively tracked and supported.

3.4 Supports for Parents with Developmental Disabilities

FACT/ISSUE

There will be parents supported by the CLS authority whose children may or may not have special needs. They and/or their children may require CLS and/or CFDS services.

RECOMMENDATION

That the CLS Authority make a strong commitment to supporting parenting by adults with developmental disabilities. And that it develop an operational protocol with the CFDS authorities covering coordination of supports for parents with developmental disabilities and their children. This protocol should:

- Provide for the basic homemaking and parenting supports required by adults with developmental disabilities.
- Focus on integration of individualized supports from both authorities that enable the adults to be the best parents they can, while ensuring children's needs are met.
- Focus on supporting the long-term cohesiveness and integrity of the family.
- Prevent fracturing of services among authorities.
- Include supports for parents with developmental disabilities who may not quite qualify for CLS adult supports.
- Provide for funding arrangements between the authorities when necessary.

RATIONALE

- Parents with developmental disabilities face many challenges in parenting and need supports. They all need basic supports such as childcare, homemaking and parenting support and training. They and their children may also have specific individual needs.
- Supporting parenting by adults with developmental disabilities is part of their full participation as citizens in society.
- Supporting these parents can prevent their children from coming into care, which costs much more.

Jointly Governed Services/Joint Policy Directorate

The Minister's Letter sets out the intent to form a Joint Policy Directorate (JPD) that will have policy and funding responsibility for a sub-set of the programs under each of the CLS and CFDS authorities

The CFDS programs under the JPD are directly accessible to families through child development centres and other community agencies, and are likely to be used by many children/families also served by the CLS Authority, i.e. Infant Development, Supported Child Care, Early Intervention Therapies.

The CLS programs under the JPD are At Home Respite and Early Intensive Behavioural Intervention for children with autism aged birth to six years. Children using these programs do not necessarily have developmental disabilities, and may not be presently be eligible for adult supports under the CLS Authority.

Moving forward with the creation and implementation of the JPD is a high priority from the perspective of children and families who will be served by the CLS Authority. Many of them will use CFDS programs that fall under the JPD, such as Infant Development and Supported Child Care, often before they access service from the CLS Authority. These programs provide vital supports for both children and their families during the critical early years. They offer a model of stable, family-centred, community based services that work effectively and efficiently across the province.

Access, referrals and information sharing with these services must be smooth and seamless for families, and any changes to the programs should occur only once the JPD is established and functioning, and only with the agreement of all authorities and adequate planning and consultation.

Because of this vital interest, action was required before the final report date, so we have already moved separately on this issue. In response to earlier resolutions from our Work Group, the TSC has nominated three of our members to sit on the interim JPD, and approved in principle a draft Memorandum of Understanding that will be taken forward to the other interim JPD members for discussion. We are strongly committed to developing partnerships within the JPD and to establishing an atmosphere of openness and trust. The TSC actions now enable us to support the three interim CLS representatives in preparing for implementation stage of the JPD. A resolution outlining the draft MOU and confirming this approach is included in our stage one resolutions to TSC.

The recommendations in this section pertain to other issues affecting the jointly governed services, which will require action by the interim JPD members and the Transition Authority.

4.1 Access to Provincial Children's Programs

FACT/ISSUE
It is expected that the Ministry will continue to operate several programs at a provincial level, including Nursing Support and At Home Medical Benefits. Children served by the CLS authority may require access to these programs, and children using these programs may require referral and access to CLS services/supports.
RECOMMENDATION
That the CLS Authority review mechanisms to facilitate information-sharing, consultation and mutual accountability with these provincial programs, so that service for families is as seamless as possible. And further, that the CLS Authority: • Consider children receiving Nursing Support and/or At Home Medical Benefits as eligible for services/supports from the CLS authority. • Develop a protocol with MCFD regarding mutual referral, information-sharing, planning and access. • Work to ensure that children eligible for services from the CLS Authority have access to other provincial programs, through existing or new protocols.
RATIONALE
• Reflects current eligibility practice so will prevent any disruption in service.

4.2 Legal Obligation to Provide Effective Intensive Behavioural Intervention for Children under Six with Autism Spectrum Disorder

FACT/ISSUE

The B.C. Supreme Court has ruled that the Province is required to provide effective intensive behavioural intervention for children with Autism Spectrum Disorder aged birth to 6 years (The "Auton Decision", 2000 and 2001). This is based on a finding that intensive behavioural intervention for children under the age of approximately six is a proven effective treatment for ASD, and is therefore "medically necessary". It is a charter ruling that establishes a "right" of such children to receive such treatment. This ruling is under appeal by the Province.

RECOMMENDATION

That the current Early Intensive Behavioural Intervention (EIBI) Program and budget, including the Direct Funding Option (currently known as Individual Funding), be safeguarded for the provision of effective intensive behavioural intervention for children aged birth to 6 years with ASD. And that any future liabilities or legal obligations resulting from the current litigation or future related actions be the responsibility of the Province.

And further that, once established, the CLS Authority continue to offer the Direct Funding Option, and consider the needs of families for behavioural intervention and therapies after the age of six, with a view to improving access to such services and easing the transition to school-based services.

RATIONALE

- The Province is under legal obligation to provide these services to these children.
- The CLS authority does not want to be liable for any future obligations resulting from actions taken by the Ministry before it was established.
- The CLS Authority, with approval of the JPD, could choose to change the way in which these services are delivered, but it cannot stop, suspend or interrupt their delivery, or use any of the assigned budget to provide other services or serve other children.
- These services may be beneficial for other children not currently eligible for them. There is significant demand for early intervention for other groups of children not eligible for this level of early intervention, resulting in pressure to use this budget to serve other children.

4.3 Proposed Changes to Supported Child Care and Other Children's Programs

FACT/ISSUE

The Minister of State for Early Childhood Development is contemplating significant changes to the Supported Child Care Program within the current fiscal year. These are related in part to the impact of the changes to the Day Care Subsidy Program by the Ministry of Human Resources.

RECOMMENDATION

That TSC remind the Minister of his commitment not to make policy or funding changes during this interim period that might affect the operations of the new authorities, without consultation with the TSC. And that the TSC seek an update on all proposed policy/funding changes to children's programs from the Minister, and consider referring this matter to the interim JPD at an early date.

RATIONALE

- Supported Child Care is under the proposed JPD.
- The proposed changes to Supported Child Care could affect eligibility and level of service for some families, which could result in increased pressure from these families for service from the CLS authority.
- There is a growing number of youth, aged 13-19, who need out-of-school supports in order for families to work, and who are not eligible for Supported Child Care.
- There may be other children's programs where changes are contemplated.

Children with Special Needs in Care (Residential)

At present, children-in-care who meet the current CLS eligibility criteria and have no active protection involvement are generally served by the CLS offices of the Ministry. There are about 560 children at the present time, with about 350 in voluntary care through special needs agreement, and about 210 in permanent care as a result of court order. CLS offices also provide residential service to about 40 children not in care, through the Associate Family Program. We have subsequently become aware of an additional approximately 1100 children now served in CFDS offices, some of whom may in fact be eligible for CLS children's services.

The Minister's Letter assigns the budget and mandate for residential service for children-in-care with special needs (i.e. foster care and special needs agreements) to the CFDS authorities (Article 1). It also recognizes that there are special and unique considerations regarding these children, and requires that the Ministry and the TSC review the situation and circumstances to determine which authority should receive funding for these children and be responsible for supporting them and their families (Article 9).

We have reviewed this issue at length, and reached the conclusion that, in the long run, most of these children would be best served by the CLS Authority, through flexible residential alternatives that form part of the continuum of family support to be provided by the new Authority, and does not include guardianship responsibilities under the *Child, Family & Community Service Act* (See Appendix 4). Clearly, a transitional period is needed to enable the Authority to develop the appropriate legal and program support mechanisms to do this, while maintaining stability and continuity of care for these children.

As this required action before the final report date, we developed a draft Memorandum of Understanding and a resolution that was approved in principle by TSC in August. Since then, we have investigated and explored the issues further and confirmed our position as outlined in this section and in a stage one resolution to TSC. This has been the key piece of work under this section of our roadmap, and has taken considerable time and thinking. It has proven to be the most difficult issue we have faced.

5.1 Most Appropriate Service for Children with Special Needs in Care

FACT/ISSUE

The Minister's Letter initially assigns the mandate and budget for residential services for all children in care with special needs to the CFDS authorities, and then directs the Ministry and the TSC to review the circumstances and determine which authority should serve them. About 560 of these children meet CLS eligibility criteria and are currently served by CLS Ministry offices. They have long term/lifelong disabilities and will likely be eligible for adult supports from the CLS authority and/or the Ministry of Health Services.

RECOMMENDATION

That the TSC move forward as per the draft Memorandum of Understanding on Children with Special Needs in Care approved in principle August 9, 2002. Specifically,

- Arrange for a review of the 1100 children served by CFDS and determination of which are eligible or CLS service.
- Confirm the final number of eligible children.
- Negotiate the transfer of the budget and resources attached to these children, including provision for secondment of staff and appropriate delegated authority, to the CLS authority for a one-year transition period starting April 1, 2003.

And that, once established, the CLS Authority work jointly with the Ministry and CFDS authorities to develop appropriate mechanisms, service models, staff training and support systems to best support these children according to the children and family principles. Specifically,

- An alternative legal mechanism that would allow for full or partial parental delegation of guardianship and/or responsibility for parenting to an alternate caregiver, and address liability concerns.
- New residential service models, based in part on the experience of the Associate Family Program, that provide a wider range of options along a continuum of flexible, shared-care and co-parenting-type arrangements.
- Training and appropriate protection for staff with delegated authority from the Director to act as guardians for children in permanent care, and enter into voluntary agreements with parents, including guardianship, liability, death/critical incident reporting and relationships with Public Trustee.
- Develop and deliver training and support services for alternate caregivers, building on what has been provided to associate families and special needs foster parents in the past.
- Negotiate fair parental contribution toward the costs of full or part-time alternate residential care that recognizes the extraordinary costs, financial sacrifices and in-kind/non-monetary contributions made by families with children with special needs.
- Provide access to ancillary support services such as transportation, respite, childcare, medical equipment and supplies.

RATIONALE

- Least disruption to children and families. These children are currently served in

CLS offices and their staff and placements will remain stable.

- Likely to meet the wishes of most families.
- Many of these children are vulnerable. The CLS Authority is best equipped to support their short term and life-long special needs and provide transition planning to adulthood.
- Serves long term goal of keeping children out of care, and with their natural families as much of the time as possible.
- When residential support is needed, allows for more flexible options whereby parents retain guardianship and involvement with their child, along a continuum of flexible family support.
- Most in keeping with TSC vision and principles, especially building community capacity and supporting families to raise their children.
- Fits with the Ministry strategic shift towards promoting choice, innovation and shared responsibility.
- Fits with the requirement of the Minister's Letter for seamless, family-centred service delivery and successful transitions to adult service.
- CFDS authorities do not serve adults and are not mandated or equipped to provide long-term or life long support.

5.2 Protection of Residential Budget

FACT/ISSUE

At present, the Ministry plans to cut the residential care budget for CIC's, including those with special needs, by 30%, prior to the transfer to the new authorities on April 1, 2003.

RECOMMENDATION

That the residential budget for CLS-eligible children be transferred to the CLS Authority with protection from the 30% cut.

RATIONALE

- See recommendation 5.1 for rationale for serving these children under the CLS Authority.
- The assumptions underlying the anticipated cut to the residential budget are that there will be fewer CIC's in the future due to the new CFDS service delivery approach, and that more CIC's will be served in lower cost settings i.e. foster care rather than specialized resources/group homes. These assumptions do not necessarily apply to the CIC population with special needs. Their needs are such that there is little likelihood that they could be moved to lower cost settings.
- CLS non-residential services, and the Associate Family Program, are to be protected from the 30 % cut, as they are long-term and specialized due to the special needs of the children served. These attributes apply to residential services for CIC's with special needs as well.

5.3 Ministry Initiatives on Residential Care

FACT/ISSUE

The Ministry has done considerable work over the last few years to develop new approaches to providing residential support to children-in-care, including children with special needs. This is reflected in the *System of Care* document and supporting material posted on the Ministry website. The Ministry is also preparing an RFP template for use by regional CFDS authorities in selecting regional contractors to provide support and training for residential caregivers such as foster parents. These will replace the services currently provided on a provincial basis by the BCFFPA. The draft template refers to children with special needs, but does not refer to CLS, or to the specific training needs of caregivers working with children with long-term/life-long support needs.

RECOMMENDATION

That the TSC remind the Ministry of its commitment to consult on actions during the interim period that could affect the CLS governance authority. And seek assurances that the issues and needs specific to children with special needs in care served by CLS, including the training/support needs of residential caregivers, will be addressed.

RATIONALE

- The *System of Care* document refers to and applies to children with special needs in care, including those served by CLS.
- The training/support needs and issues of interest to residential caregivers in the CFDS and CLS stream differ significantly.
- CLS residential caregivers have significant and specific training needs related to the community living philosophy, the special needs of the children they serve, the long-term nature of their relationships and shared responsibilities and involvement with natural families.

Conclusion

Our work has been largely at a fairly high level – mapping out the big picture for how families and children could be supported by the new Community Living Authority. With the tasks of our Work Group and the Transition Steering Committee largely complete, it is time to move forward into the transition and then implementation phases of this exciting new direction. There is a tremendous amount to be done as the interim governance body comes together, sets the collective vision and begins the job of designing what it will look like on the ground, and selecting the people to carry it forward to implementation.

We trust that there will be an implementation team of some sort, and that there will be broad-based opportunities for families, individuals and community to participate in the designing and building of this collective enterprise. In closing our work, we have several observations and suggestions for those responsible for the next steps:

1. The perspective of families must always be central, with the delivery of services and supports by this and other authorities being smooth and seamless from their perspective, even as the systems and service providers around them shift and adjust to new ways of doing business.

2. There is much common ground with the CFDS authorities, and likely with the Aboriginal authorities. Our visions share much in terms of getting to a place where families have what they need to raise their own children, live full and healthy family lives and participate as full citizens in their communities.

3. There are several key items that should receive high priority in implementation planning, and to which we have given some thought in our recommendations. These include:
    i. Initiating development of a continuum of flexible family supports;
    ii. Developing alternative legal and program mechanisms for residential care;
    iii. Addressing waitlists;
    iv. Addressing the transition of children to adult supports/services;
    v. Reviewing eligibility criteria; and
    vi. Active and energetic participation at the JPD table.

4. The new Authority must remember its broad-based accountability to families and community. It was community that created this exciting opportunity for a new way of doing things, and it is in community that it must always remain based.

5. Change is hard. The shift to the new Authority will be a lot like the transition to adulthood for youth with developmental disabilities and their families – exciting, stressful, scary and hopefully, ultimately rewarding for everyone affected. A planned and resourced change management strategy, including proactive consultation and communication with families, service providers and community, will be needed.

This is a once-in-a-lifetime opportunity to significantly improve supports and services for families with children with special needs – to empower them to build better lives for themselves and their children. For many years, we have heard the voices of families seeking new and better choices, options, flexibility and access. The time has now come for their hopes and dreams to become the new reality. We have been honoured to have the opportunity to contribute to this important work. Our sincere thanks to the members of the Work Group and our consultants for all their hard work, commitment, thoughtfulness and support.

Sources

The Work Group drew heavily on work that has gone before, especially work done by families and family-serving organizations in B.C. We listened closely to feedback from families as it came in through the website and the community meetings coordinated by the Communications Committee. We also met with several individuals as we gathered background and information on which to base our thinking and recommendations. This list represents many of these sources.

INDIVIDUALS WHO PROVIDED BACKGROUND & INFORMATION:

Eddie Bartnick,
Western Australia Disability Services Commission

Linda Derkach
Office of the Public Guardian and Trustee

Monna Huscroft
Ministry of Attorney General

David Young,
Carla Bortoletto,
Randi Mjolsness,
Sue Perkin,
Ministry of Children & Family Development

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Communications Planning Committee – Final Report

Background

The Ministry of Children and Family Development (MCFD) is moving toward a new system of managing community living programs and services for adults with developmental disabilities and children with special needs. The new system will see the transfer of much of the Ministry's current authority and responsibility for community living services to a community-based governance model. This will include all services for adults with developmental disabilities and many children and youth with special needs.

In April 2002, the Minister of Children and Family Development appointed the Community Living Transition Steering Committee (CLTSC) to provide leadership and strategic direction on the implementation of the new governance authority for community living. The CLTSC was charged with making recommendations to the Minister, by September 30, 2002, to define the terms of a transition plan for community living services from MCFD to the new provincial governance authority.

Prior to providing recommendations to the Minister, the CLTSC identified a need to share their progress and activities with individuals, families, agencies and other stakeholders, as well as to seek input and comment from the community living sector. In May of 2002, the CLTSC formed the Communications Advisory Group to oversee the development and sharing of information with individuals, families and communities. The group is composed of volunteer members both from the CLTSC and from community itself.

The committee felt from the start that our priority was to provide information to individuals, families and communities about the work of the CLTSC and to take concerns, ideas, questions and comments from individuals, families and communities back to the CLTSC table to be heard by all representatives. To do this the committee included statistics and verbal feedback summaries from community presentations in the reporting out sessions at all CLTSC meetings. By including this information in our reporting out the comments and concerns were captured into the CLTSC minutes being recorded. Those minutes were posted on the CLTSC website.

The CLTSC and in particular the Communications Advisory Group had no mandate to talk with MCFD staff. Sensing the concern of Community Living staff and being cognizant of what we could say we offered MCFD staff this opportunity; we could provide them with no information on jobs or employment status but we encouraged them to come out and attend our community presentations and video conferencing sessions to hear what individuals, families and other community stakeholders were hearing. In return the individuals, families and community stakeholders were able to state there fears, ideas and concerns.

Objectives & Key Messages

The following objectives and key message were developed to support the work of the CLTSC.

Objectives

- To ensure accurate and timely information on the activities and progress of the CLTSC is provided to the widest possible provincial audience, including self advocates and those in rural locations.
- To obtain input and ideas on community governance from individuals, families and other stakeholders.
- To minimize uncertainties in the community living sector caused by rumour and misinformation about the Ministry of Children and Family Development and the CLTSC with respect to proposed changes to community living services.

Key Messages

- The CLTSC is a partnership of individuals, families, service providers and government.
- The CLTSC is committed to developing a community-based service delivery system for adults with developmental disabilities and children with special needs that promotes choice and innovation.
- The CLTSC is committed to developing a system that ensures a smooth transition from children's to adult's services.
- The CLTSC is opposed to any return to institutionalization for individuals with developmental disabilities in British Columbia.
- The CLTSC is committed to ensuring individuals with developmental disabilities and children with special needs are supported in their right to safety, self-determination and full participation in their communities.
- The CLTSC is committed to ensuring that family members of children with developmental disabilities have access to respite and other services and programs necessary to support their children in all aspects of community life.

Strategies

Over the past four months, the Communications Advisory Group has attempted to share the work, direction and progress of the CLTSC with individuals, families, service providers and ministry staff across the province. In an effort to reach as broad a group of stakeholders as possible, a variety of tools have been employed. These have included various means over the life of the CLTSC.

Information Bulletins

A series of seven information bulletins were developed on the activities of the CLTSC and its Work Groups. These bulletins constitute the foundation of the Group's communication strategy and are posted on the Ministry and CLTSC websites. A mail-out was also conducted by Ministry staff on behalf of the CLTSC to several thousand community living clients and families of special needs children. The bulletins are also available upon request by mail or fax through the Ministry 1-800 number. A complete set of bulletins is included in Appendix B.

Community Presentations and Consultation

Presentations were conducted in 18 communities across BC. Linda Perry, a parent, grandparent and long-time advocate for individuals with developmental disabilities and their families, was contracted to deliver a series of presentations on the work of the CLTSC. The intended audience was individuals, families, service providers and Ministry staff in all regions of the province. The purpose of the meetings was to hear from communities what their concerns, issues and concerns were so that this information could be provided directly to the CLTSC. More than 1,700 people attended 24 sessions between July 15th and September 27th. The table below summarizes the communities visited, the number of people attending and the dates the meetings were held.

Kamloops [92] August 26th	Kelowna [125] August 27th	Penticton [80] August 28th
Nanaimo [220] September 3rd	Victoria [135] September 4th	Terrace [55] September 5th
Courtenay - Comox [86] September 9th	Campbell River [70] September 9th	Prince George [58] September 10th
Fort St. John [70] September 11th	Burnaby [130] September 12th	Richmond [114] September 16th
Aldergrove [80] September 17th	Abbotsford - Chilliwack [52] September 27th	Vernon [90] August 28th
Surrey [103] September 14th	Castlegar [91] July 15th	Cranbrook [77] August 20th

These sessions provided an important opportunity to solicit input and comment from participants in the meetings. Input was collected at all 18 meetings, summarized, collated and posted on the website and was used in preparation of the final report.

1-800 Information Line

In recognition that some people prefer to receive information orally, access to information via a 1-800 number was organized. The toll free number provides a link to the Ministry of Children and Family Development Client Call Centre, where staff is able to answer general questions on the work of the CLTSC. More specific enquiries are referred to the Communications Advisory Group or their designate for response.

It is the committee's opinion that this has been a useful tool and therefore we have recommended that the 1-800 line continue until at least October 31, 2002. We think this phone system will continue to provide support to individuals and their families.

CLTSC Website

The Communication Advisory Group has developed a website that focuses specifically on the work of the CLTSC. This website complements the MCFD Community Living

Change website that contains additional information on the CLTSC. Website usage and statistics are included in Appendix C. The website can be accessed at www.cltsc.bc.ca.

The number of hits on this website continues to increase each week, we think this is a very important message – people are looking at and reading all CLTSC information. It is the hope of the web master to post the report as soon after it becomes available. At the present time the volunteers supporting our web site are posting all feedback forms so anyone who is interested can view them.

Feedback

Receiving input and comment from individuals, families and communities was one of the primary objectives of the Communications Advisory Group. A feedback form was developed for distribution at all community presentations. The form was also included in the mail-out to individuals and families, was provided to participants at videoconferences, and was made available on the CLTSC website.

Three key questions were included in the feedback form:

- What are your hopes for the future of community living and the changes that are being planned?
- What are your fears?
- If you had one message you wanted the CLTSC to know, what would that be?

To date, over 425 feedback forms have been received. Feedback is being summarized by Communications Advisory Group members, with the assistance of a Research Officer from the Ministry.

A binder containing all written feedback material is brought and passed about at each CLTSC meeting for the members to look through.

Video Conferences

A series of interactive videoconferences in 23 communities across the province was organized during a four week period from September 19th to October 17th. Approximately 450 individuals participated in the conferences, including family members, self advocates, service providers and ministry staff. The Communications Advisory Group would like to recognize and thank the volunteer site hosts in each community, who organized local participation.

Video conferencing provided an interactive opportunity for CLTSC members to share the vision, purpose, work and progress to date of the working committees. It also provided members with a unique opportunity to hear directly from individuals, families and communities their ideas and concerns about the transition process and the proposed new governance authority.

September 19th

Prince George	Kelowna	Abbotsford
Courtney	Terrace	Kimberly

September 26th

Chilliwack
Richmond
Fort Nelson
Trail
Prince Rupert

October 10th

Salmon Arm
Richmond
Revelstoke
Fernie
Kamloops
Powell River

October 17th

Victoria
Burnaby
Vancouver
Port Alberni
Ft. St. John
Richmond - Surrey - Langley

Recommendations for Ongoing Communications Support

As the mandate of the CLTSC draws to a close, the need for continued communications and a process to seek input from the community has been identified as a priority by the Communications Advisory Group. The Communications Advisory Group submits the following recommendations for CLTSC consideration:

Distribution of Final Report

The CLTSC final report should be shared as widely as possible with community. The CAG recommends that the CLTSC final report be distributed as follows:

- Posting of report in downloadable format on CLTSC and Ministry websites;
- Copies of report be made available at MCFD Community Living Offices;
- Distribution of report through Association Offices;
- Mailing of report upon request to Ministry.
- In order to minimize printing costs, it is recommended that the report be printed in a format that photocopies easily.

Ongoing Dialogue with Community

It is vital that, as implementation progresses, information and decisions regarding the new governance model are shared with individuals, families and communities, and feedback continues to be received from community. Feedback indicates that those communities that received regional presentations during the CLTSC process felt it was a valuable opportunity to hear and be heard by the CLTSC.

The CAG recommends that the Interim Authority undertake a series of community presentations to share information regarding the implementation of the new governance model.

In the period between September 30th and the appointment of the Interim Board of Directors, should CLTSC members wish to undertake meetings with community to share their experiences and the content of the report, they should be encouraged to do so, with financial support provided per the agreement in the letter of intent.

At this time the CLTSC members and specifically the Communications Advisory Group no longer has any mandate in which to offer a provincial consultations on the report as a whole. At this time it is in the Ministers hands, he will either except or reject any number of the recommendations within the report. It would be our committees desire that the next phase of community consultation/communication be around Minister Hogg's decisions regarding implementation and next steps on the move to a new Provincial Authority for Community Living.

Hiring of a Communications Manager

As progress toward a new provincial authority evolves over the next several months, a great deal of information will need to be shared. A strong need exists for a professional and coordinated communications strategy to ensure information is provided to stakeholders and a timely and appropriate manner.

The work of the Communications Advisory Group has been of a 'hands- on' nature that has proven very labour intensive. Hundreds of volunteer hours on the part of Group members have been accumulated.

The CAG recommends that the Interim Authority proceed, as soon as possible, to hire a full time communications manager to lead this process, with a budget to access additional resources if necessary. It is suggested that this position report directly to the Chief Executive Officer of the Interim Authority, and work closely with the Ministry Communications Branch to coordinate a unified communications approach around the devolution of community living to a provincial authority.

Establishment of Communications Advisory Group

Once the Interim Authority is established, it is recommended that a Communications Advisory Group be struck to provide direction and continuity to the Communications Manager. We believe it is important that the Advisory Group have a family based approach in their communication strategy.

Regional Representation on Interim Board of Directors

The Communications Advisory Group has received over 425 feedback forms from community members. Rural and isolated geographic areas consistently identify a lack of regional representation on the CLTSC as a major concern and obstacle for community support of the process. Although regional representation was addressed in the composition of Planning Committees to the TSC it is recommended that any vacancies on the Board or Directors of the Interim Authority be filled first from regions without representation.

The CAG recommends that the composition of the Board of Directors of the Interim Authority be expanded to provide for greater regional representation as consistent with other CLTSC recommendations. It is suggested that any Board seats that become vacant should be reassigned in this fashion.

Continuance of CLTSC Website

The CAG recommends that the CLTSC website be continued through the Interim Authority phase to the permanent authority, at which time it will become the official site of the new provincial authority. The Communication Advisory Group requests the CLTSC seek confirmation from the Ministry that funds to maintain the CLTSC website be set aside for the period immediately after September 30, 2002.

Requests for Information or Assistance

Inquiries and concerns from the community with respect to the activities of the CLTSC are being received by the Communications Advisory Group via the ministry 1-800 number, the website, and through personal telephone calls and emails. The majority of these calls are from family members who are concerned about the impact changes to the current system may have on their loved ones. Thirty-five to fifty inquiries per week are currently received. In the post-September 30th period, questions have focussed on next steps and a desire to hear the Minister's response to the Steering Committee's report.

The Communications Advisory Group recommended at the September 20th CLTSC meeting that a parent who is familiar with the work of the CLTSC be hired on contract to return calls and share information with individuals, families and other sector stakeholders. Maria Glaze, a parent and advocate for people with developmental disabilities, has been hired to perform this function to a maximum of ten hours per week through October 31, 2002.

When the Communication Advisory was struck in late May, a contract was entered into between the Steering Committee and Vela MicroBoard Association to secure the services of Linda Perry to do presentations in communities around B.C. Since the start of those presentations her office has been flooded with calls with questions regarding the work of the Steering Committee and requests for further community meetings.

Starting in early August and continuing through mid-October approximately 2 hours each day was required to respond to the inquires coming via the 1-800 number, faxes, phone calls and emails to other committee members. The Board of the Interim Authority must recognize the need to staff a communications office appropriate to the demand.

Summarizing of Feedback Forms

A commitment was made by the Communications Advisory Group that all feedback received would be shared with the CLTSC, and that comments would be considered and would inform CLTSC decisions either now or in the interim authority stage.

A significant amount of work has been undertaken by CAG members to summarize the feedback forms. Given the volume of feedback received, the CAG recommends that it be further analyzed by a ministry staff person, and, building on the work already completed by CAG members, that key trends and comments (by region and as a whole) be identified. The CAG also recommends that a summary of this information compiled by the ministry to be presented to the Interim Authority for their information and action.

Future CLTSC Bulletins

The information bulletins developed by the CAG have been favourably received by the community, and numerous requests to be added to mailing lists have been received.

The CAG recommends that the Communications Manager, under the direction of the Interim Authority, continue to develop these bulletins on an as needed basis.

Continuance of 1-800 Number

The CAG recommends that the Ministry continue to refer all calls related to the work of the Community Living Transition Steering Committee to Maria Glaze through October 31, 2002, and that the usefulness and viability of maintaining 1-800 access be reassessed by the Interim Authority at that time.

Appendix A

Communications Advisory Group Members

- Terry Robertson, Chair
- Linda Derkach
- Cathy Grant
- Ernie Baatz
- Ron Whittaker
- Jackie Whitman

Communications Support

- Petra Young
- Implementation Consultant, MCFD

Contractors

- Linda Perry (Community Presentations)
- Mitch Loreth (Videoconference Facilitator)
- Lois Grimshaw (Videoconferencing Facilities and Technical Support)
- Ted Mathews (Defining the Video Conference Work Plan and Project Outline)
- Jen Neuman (Administrative Support)
- Glyn Townson (Website Support)
- Lori Emanuels (support to Chairperson, finding site hosts for video conferencing, casual work July to Sept. 30th, 2002)
- Maria Glaze (phone support to the Committee responding to the 1-800 number, faxes and feedback questions/concerns) mid Sept. until October 31, 2002)

Human Resource and Finance Planning Committee – Final Report

Members of the Human Resources and Finance Working Group

Planning Committee Members

Mr. Doug Woollard, Executive Director; Delta Community Living Society

Ms. Alanna Hendren, Executive Director; Developmental Disabilities Association

Mr. Gary Molitwenik, Executive Director, North Okanagan Community Life Society

Mr. Bill Britton, Consultant

Ms. Lorraine Ward, Parent

Ms. Sherry McDonald, Parent

Ms. Lucie McKiernan, Service Provider

Planning Committee Lead Consultant

Mr. Frank Barr, Capacity Development Network, University of Victoria, former Deputy Auditor General for BC

EXECUTIVE SUMMARY

Financial accountability is essential and critical for a quality review of resource transfers from Government to a Community Living Authority. The Community Living Transition Steering Committee is committed to meeting this challenge 'head-on' during a time when financial resources are limited.

The Human Resources and Finance Working Group was given responsibility for reviewing the resource limitations and opportunities and making recommendations to the CLTSC addressing the successful implementation of the community living vision with Government-allocated resources.

A framework for the management of human and financial resources is provided in this report, and will form the basis for the development of detailed plans during the interim Authority phase.

The human and financial resources review and development of recommendations was guided by a number of important CLTSC-mandated principles:

(6) Consistency with the community living vision that makes a community living Authority successful in both the short- and long-term;

(7) Individuals with special needs and their families are the number one priority and resource cuts will not be allowed to adversely impact their safety or well-being;

(8) All Working Group activity will be characterized by openness, transparency, and a commitment to integrity during the review;

(9) The complete review will be based on ensuring the fair allocation of resources of all applicable community living programs;

(10) Conscientious efforts will be made to ensure that adequate resources will be transferred to ensure a successful transition process;

(11) The review will place high priority on obtaining good value for money for all resources allocated for community living;

(12) There will be an emphasis on results-based performance budgeting and continuous service improvement;

(13) Serious attempts will be made to realistically limit making resourcing demands on Government and increasing revenue generation potential;

(14) There will be heightened respect for and valuing of human resources in all aspects of the review;

(15) Savings will be re-directed to serve those eligible individuals and families not presently receiving services ; and

(16) The new community living Authority is committed to operating within the legal and policy-based resourcing parameters of the Government.

The Working Group considered seriously how the community living Authority could implement this vision and do so with a commitment to value for money. The Working Group recommendations are presented in the following categories: 1. stewardship management policy;2. transition expenditure cost challenges; 3. limiting future Government costs; 4. policy adjustments for cost control; and 5. human resource management initiatives.

Supporting material for presented recommendations is found in the Appendix, entitled 'Draft Community Living Transition Steering Committee Cost Savings Initiatives.'

Recent concerns have emerged which suggest that the funding level for a successful transition to a community living Authority may be threatened. The Ministry has recently indicated that previously expected funding for FY2003/4 may not be available. When combined with the realization that there is not much time to develop an implementation plan, the likelihood of individuals with special needs having their safety and well-being protected remains in question.

Because of this serious concern, the CLTSC passed the following resolution on September 6, 2002:

Whereas:

The task of creating a new Community Living Authority is complex and challenging, and will involve very substantial organizational, systems, and service delivery changes.

The Transition Steering Committee has been operating on the belief that the Transition Authority would be able to affect changes to service delivery systems that would reduce financial costs, and that these efficiencies could be transferred from the existing budget to the Community Living Authority to make strategic investments for future years.

Senior government representatives have informed Transition Steering Committee representatives that this key component of the transition plan is not an option.

Therefore, be it resolved that:

The Minister be informed that under these circumstances, it will be impossible to protect the safety and security of vulnerable people currently being served, and to ensure a successful transformation to a Community Living Authority.

The Working Group no longer believes that meeting the Ministry service plan requirements for budget reductions are possible while, at the same time, also ensuring a successful transition to the new Authority. However, we remain committed to increasing the effective use of existing funds.

SECTION ONE: Stewardship Management Policy

Given fundamental reporting accountability to the Minister, the new Authority will commit itself to resource management practices consistent with established government policy and corresponding required resources to deliver on that mandate. Two recommendations support this commitment.

Budget Transfer Benchmark

Issue

Establishing a reasonable budget base, from which budget transfer calculations can be made.

Recommendation

That in order to expedite the transition, the budget benchmark date for programs and staffing be April 1, 2002, as suggested by Ministry officials.

Rationale

This benchmark date is administratively practical.

Commitment to Responsible Budget Management

Issue

There is a need to ensure value-for-money budget management.

Recommendation

A) That the new Authority manage its budget responsibly by:

- operating fully within the financial parameters provided by the Government and Treasury Board;
- not running a deficit without the approval of the Minister;
- committing to performance-based budgeting and resource management; and,

B) That the statute establishing the new Authority, contain the following financial management provisions:

The funds of the Authority include:

- monies from time to time appropriated by the Legislature,
- monies received by the Authority in the performance of its functions;
- monies borrowed by the Authority under this Act; and
- other monies lawfully received by or made available to the Authority.

The accounts and performance management activities of the Authority must be audited at least once a year and reported on by the Auditor General, pursuant to the *Auditor General Act*.

The new Authority may borrow from the Treasury such amounts as the Minister of Finance approves, and on terms and conditions relating to repayment and payment of interest as the Minister of Finance imposes.

Rationale

Responsible management of budgets is basic to public accountability practice requirements. Acceptance of allocated budgets comes with a promise for related program performance results. However, the new Authority will advise the Government of any mismatch between expectations and allocated budgets, so that decision impacts are fully noted.

SECTION TWO: Transition Expenditure Challenges

A successful transition to the new Authority will need to take into account that unavoidable cost pressures exist related to eligible children now waitlisted, and that successful system transformation costs money.

Need to Recognize Transition Cost Pressures

Issue

Along with eligible individuals and families being waitlisted, there is a cost associated with service system transformation.

Recommendation

That the new Authority be:

- Provided with Government approval to serve children, families and individuals who have been waitlisted, in some cases for many years ; and
- Provided with sufficient funding to effectively implement approved Authority plans.

Rationale

The CLTSC has received advice from international and local experts who have completed transitions of this nature and scale. Without exception, they have advised that undertaking such a transition involving as it does both a change of authority and responsibility with a dramatic restructuring of the delivery system in a time of budget cutbacks will significantly increase the risk of negative response, harm to individuals and ultimately failure of the transition.

Obtaining Sufficient Management Operations Resources

Issue

It is important that the new Authority receive its fair share of human resources so it is positioned to deliver on its mandate.

Recommendation

That the MCFD transfer a fair percentage of human resources, by:

- Ensuring that the Ministry per FTE allocation for overhead is reasonable and based on actual cost. Each employee would bring over actual physical office assets, with the same applied to vacant FTEs. The MCFD will supply assets to support the full number of FTEs transferred;
- Transferring of benefits will occur at a rate of 50% of the employee's salary;
- Ensuring that a fair proportion of the corporate and regional management FTEs be transferred to the new Authority;
- Regional allocation request:
    - regional executive directors:30% of the RED positions be allocated to the new Authority, based on the percentage of FTEs and budgets;
    - financial managers: splitting the 39 regional financial staff, based on: 50% of the FTEs allocated on the number of business units, 50% of the FTEs allocated on the basis of contract numbers (excluding CIC), and 50% of the FTEs allocated for research and analysis;
    - personnel:...splitting of 30.75 regional personnel FTEs, based on percentage breakdown of the FTEs between Children and Family Development (CFD) and the new Authority;
    - community living managers: all 11 of the community living managers;
    - contract managers: the 11 managers be allocated, based on the number of beds and spaces occupied by the new Authority;
    - utilization management: all 22 utilization management FTEs be transferred to the new Authority;
    - professional services: the 37 FTEs be allocated, based on percentage breakdown between the new Authority and CFD; and
    - administrative staff be allocated proportionately, based on the above.

- Headquarters allocation request is based on the responsibilities that the new Authority will assume:

  - Assistant Deputy Ministers consist of 1 ADM for operations and 33% of the Financial Services ADM, based on CFD, (Community Living Services) CLS, and the Ministry all needing part of this capacity;
  - management services division, consisting of 40% for CFD, 40% for CLS, and 20% for the Ministry, based on new Authorities assuming function responsibilities;
  - early childhood development policy division consisting of 90% to CLS, and 10% to CFD, based on the split between the CFD and the CLS budget and FTEs;
  - adult CLS policy division, with 100% going to the new Authority;
  - electronic services division, with 40% to the new Authority, 20% to the MCFD, and 40% to the CFD, as the new Authority will perform these functions, and
  - corporate services and the deputy's office, with 20% to CLS, 20% to CFD, and 60% to MCFD, based on only partial responsibility transferring to the new Authority.
- In the near term, the new Authority will use the Government payment and information systems, but should immediately begin to analyze information needs and develop a longer-term plan. This plan needs to include clarity on what data should be captured to support IF implementation.

Rationale

Calculating the actual benefit cost is difficult, as the MCFD does not collect all the information needed to assess this issue.

It is difficult to apportion central resources fairly. Not transferring a fair share of management operations resources would create additional budget pressures for the new Authority. More detailed calculations will need to be conducted through the Interim Authority arrangement.

SECTION THREE: Limiting Future Government Costs

Efforts will be made to limit government expenditure levels through productivity improvements and generation of revenue.

Specific Community Living Initiatives

Issue

The successful implementation of the CL Authority will enable the Authority to reduce both management and operations costs.

Recommendation

That the new Authority introduce cost saving measures and that savings realized by these measures be credited to the new Authority and that it be allowed to carry these savings forward to the next fiscal year.

That the new Authority achieve cost savings through:

- Creative and Innovative Change
    - The new Authority will
        - increase system capacity for children, families, and adults on waiting lists, and
        - find new ways of supporting people, without compromising service quality.
- System-wide Productivity Improvements
    - The new Authority will a) eliminate certain service functions now carried out by Ministry staff, and b) will reduce headquarters costs through regulatory, policy, and administrative changes.
- Conversion of housing assets into other service investment
    - When individuals choose individualized funding and move out of group homes revenue will be generated in two ways: a) for homes owned by societies, capital grants issued under the *Human Resources Facilities Act* will be repaid to the new Authority when the homes are sold, b) for homes owned by the BC Housing , equity in those homes will be returned to the new Authority when the homes are sold.
- Creation of a Legacy Fund
    - Woodlands/Willow ownership should be transferred to the new Authority, and the lands sold to create a legacy fund.
- Negotiate with Ministry of Human Resources to provide DB2 support to all adults now in residential care and under the responsibility of the new Authority;
- Ensure that all legal liabilities incurred prior to the creation of the new Authority remain Government responsibilities. If a future court decision results in a requirement to provide additional funding or services, Government would assume responsibility for meeting these obligations. Any event prior to the establishment of the new Authority, which leads to legal liability, is the responsibility of the Ministry of Children and Family Development (MCFD).

Rationale

Transforming the community living system will enable the new Authority to produce savings and new revenues not easily achievable now. Savings would be used to serve those eligible adults now on waiting lists.

In terms of housing, the new Authority would need to assume responsibility for the Human Resource Facilities Act, including notation of all capital grants for homes. The new Authority also gains ownership of BC Housing homes, but is not saddled with liabilities exceeding the market value of these homes. It would be hoped that the

Government would accept responsibility for the mortgage liabilities on the homes in excess of the assessed value.

DB2 coverage would cause additional expenditures for MHR, expenditures it might not be prepared to absorb without Government approval. MHR could otherwise request a budget transfer, thereby adding to the new Authority expenditures. Recipients could also be vulnerable to changes in eligibility and rate reductions initiated by MHR. The strategy is considered compatible to an IF model. We believe the advantages outweigh the risks. If option two were selected, there would be less risk. As the system evolves, adults could move to IF gradually and also receive the DB2 benefits. The risk here is that this approach demands the benefits for community living people while MHR is trying to move some current DB2 recipients back to comforts allowances, to save money.

It is noteworthy that about 2410 residents now receive MHR comforts and clothing allowances, together with what they receive for food and shelter through MCFD funding. The remaining 3030 people in residents receive the DB2 benefits for this purpose. We believe this circumstance should be addressed.

The new Authority would not have the capacity to take financial responsibility for past and future service-related liability issues.

SECTION FOUR: Policy Adjustments and Cost Control

There is concern that policies and funding levels be aligned to make delivery on mandated expectations possible.

Funding for Children with Special Needs

Issue

Community living programs now provided through other Authorities will be vulnerable through their budget pressures.

Recommendation

That community living programs (provided by other Authorities) be protected by:

- Requesting that the MCFD not reduce the funding by 30% for children with special needs in care;
- Negotiating with the Ministry of Health the return to the new Authority all mental health funds designated to serve people with developmental disabilities. The new Authority will ensure that the funds will be used to develop adequate mental health responses for individuals;
- Ensuring that the Regional Health Authorities maintain the level of service provided by Health Services for Community Living; and
- Seeking GST for the new Authority, and if this is unsuccessful, providing additional funding in lieu.

Rationale

The number of children with special needs in care has not increased at the same rate as other children in care. In 1989, the number of children in care in CLS was 442. Today it is 550. In CFD, the number of children in care has increased dramatically. We applaud the Ministry's efforts to reduce the number of children in care in CFD. We do not believe the same circumstances should apply to CLS, based on stable number of children in care in CLS over the past decade. A related program, the Associate Family Program, experienced only a 7% budget reduction. The negative impact on children and families could be severe.

There would be major budget implications for the Authority if the GST would not be exempted. If an exemption were not possible, then the MCFD would need to make up the difference of 3.5% on all goods and services provided.

The following statutory provisions are seen to apply:

- Property vested in the Authority designated by the Minister for purposes of this section, is exempt from the taxation under the *Local Government Act*, the *School Act*, the *Taxation (Rural Area) Act* or the *Vancouver Charter* if the property is being used for the purposes of this Act.
- Subsection 1 does not apply if: a) The property was subject to taxation under the *Local Government Act*, the *School Act*, the *Taxation (Rural Area) Act* or the *Vancouver Charter* on the coming into force of this Act; and
- The Lieutenant Governor in council may take regulations referred to in Section 41 of the Interpretation Act for the exemption of the Authority for the purposes of this Section from the obligation under an enactment to pay a fee or tax.

Need-Based Service Provision Requirement

Issue

The concern is for issuing of services on the basis of need, not means testing methods.

Recommendation

That service provision be determined on the basis of needs, as follows:

- The current system of income testing families with children who have disabilities should be reviewed and the new method established which is fair, consistently applied, and revenue neutral;
- Parents be supported in their desire to supplement service costs for adult family members, without losing formal services or having funding levels decreased.

Rationale

The current income testing is unevenly applied, with some programs exempt and others offering similar supports requiring payment.

This initiative would need to be jointly reviewed by the new Authority and the MCFD, and be tested for fairness, consistency of application, and preferably being revenue neutral. This argument is based on the general assumption that families pay what it would cost to have a typical child at home.

The MCFD already collects $324,000 annually from families who place their children in care. In addition, families make many contributions, both in cash and kind for adult members who live in residential settings contracted by Government. They should also be encouraged to do so by removing the penalties associated with such contributions.

SECTION FIVE: Human Resource Management Initiatives

Because human resources are an organization's most valued asset, employees will be treated with utmost respect and dignity. Productivity improves with skilled and committed employees.

Respect and Dignity for Employees

Issue

There are significant hidden costs associated with employees being transferred from the Government to the new Authority. The transfer of employees requires effective planning, to ensure the rights of employees are protected and the needs of the new Authority are met.

Recommendation

That the new Authority ensures reasonable benefits are available to its employees, by:

- Assessing the true costs of benefits by obtaining from the Ministry an analysis of the cost to replace self-insured services, in addition to known employee costs, such as salaries and benefits.
- Attention to applicable union successorship rights;
- Officials of the new Authority will meet with the BCGEU to informally discuss mutual interests as soon as the organizational structure of the CL Authority is known;
- Creating a Legislative exemption for the new Authority, so that it is not required to be a member of CSSEA;

Rationale

In order to implement major changes effectively, it is important that skilled employees experience the new Authority's commitment to them. Good morale is essential to a successful transition. Working within the terms and spirit of the collective agreement elicits the needed support from the union.

Employee pension issues need to be negotiated within the context of successorship and/or employee transfer arrangements.

Conclusion

The review of financial resources continues. With additional information to complete the review resolution of the budget concerns for FY2003/4, we hope the safety and well-being of individuals with special needs will be protected so that we can proceed with transition planning towards a new community living Authority.

Community Living Cost Savings Initiatives

CLTSC Resolutions

The following Resolutions were passed at the CLTSC on May 17, 2002

Resolution 1: Carry over of savings

The Minister approve that any savings gained through operating efficiencies, innovative and creative change be carried over to the next budget year, for the benefit of the governance authority.

Resolution 2: Realization of savings

MCFD regional staff and service providers work together with families to realize savings in resolution#1.

Principles for Savings Plan

- Individuals, their advocates or families, service providers and MCFD mutually identify changes;
- All parties must agree on implementation of proposed changes;
- Equal or improved service quality;
- No changes to eligibility;
- Safety of individuals is maintained;
- Cost saving in partnership with MCFD.

Purpose of Resolutions

There are two broad purposes behind Resolution #2:

- To maximize savings that can be carried over to fiscal year 2003-2004. The savings will ease the impact of budget reductions next year or be used to meet the needs of individuals and families on waitlists.
- To maximize the amount of service provided this year to meet community needs without increasing the annual expenditures. There are pressing needs in the community, which must be addressed. Spending additional funds to meet community needs this year will make it much more difficult to meet budget targets next year.

Background to Resolutions

Contingency amounts do exist in the budget this year. However, they are restricted in their use and will not be available next year. The one-time amount available this year will not cover the $120 million that is necessary to meet 2004-05 budget targets set by Government. It is the intention of the new Governance authority to find means to offset the impact of the reduced budgets.

Two of the key areas identified to assist with achieving this are:

- System efficiencies; and
- System delivery efficiencies.

The resolution makes it clear in order for this outcome to be achieved that individuals, families, service providers and MCFD staff will need to collaborate to achieve savings. From our vantage point, those same stakeholders should all be heavily invested in achieving savings and efficiencies for the greater good of individuals and families, now and in the future.

Expected Systemic Efficiencies

It is assumed that there will be productivity improvement efficiencies gained as governance is transferred to the new Authority. It is, however, impossible to create $120 million in efficiencies through this process alone. We are still working to determine what funds can be made available to individuals and families through system efficiencies.

Service Delivery Efficiencies

It is further assumed that new accountability structures, streamlined administration, etc., will permit community living services to become more efficient. The funds available from this increased efficiency will be used at the service delivery level, either through reduction in spending or an increase in services provided.

There are three important reasons to implement change immediately:

- In the eventuality that Government chooses to maintain existing targets, chaos will ensue between February and June 2003 as the sector struggles to adjust;
- The community sector has given a commitment, if not to reduce expenditures, at least to make a genuine effort to create efficiencies to serve people on waitlists; and
- Government's goodwill, which is necessary to moderate further the effects of budget targets, is much more likely to be forthcoming if the service sector is viewed as genuinely trying to create efficiencies.

Goals for Creating Efficiencies at the Service Delivery Level

- To decrease the cost per unit of residential and other services;
- To increase the capacity of individuals to become and remain more independent;
- To increase the number of individuals served;
- To increase the support provided to families (counseling, behavioral and communication supports, respite, family development, planning services);
- To increase the innovation in and use of community capacities;
- To increase service providers' ability to provide services in an environment of Individualized Funding; and
- To increase the use and value of information technologies.

Conditions Necessary to Stimulate Cost Saving Initiatives at the Service Delivery Level

- Assurance that efficiencies will be quantified and recognized against future cost saving requirements;

- Greater flexibility in the expenditure of funds;
- Agencies are not penalized by wage lift claw back when services move to non-union delivery;
- Settlement of outstanding issues around collective agreement funding;
- Flexibility in the involvement of MCFD social workers in service transitions who will not always be the case manager;
- Encouragement and support to implement and test innovative models of support administrative structures and use of technology to create efficiencies;
- Encouragement and support for regional/community/agency pilot projects;
- Greater flexibility in the utilization of MCFD staff in different roles;
- Collaboration between Ministry and service providers to achieve a better result; and
- Understanding that efficiencies may vary by region, community and agency depending upon existing conditions.

Implementation Considerations

For this initiative to be effective we must all expand our view of what is possible including:

- Look for partnerships to create savings beyond our normal view of the environment;
- Systematic sharing of best and/or effective practices for cost saving strategies across the province;
- Enhanced flexibility to allow service providers access to funding changes and transfers within existing contracts to serve more people from waitlists or to produce cost savings;
- Taking funded people from other ministries for vacancies, which cannot be filled from within Community Living, when compatibility is possible.

It is recognized that there is an issue with equity between funding for individuals, service providers and regions. However, all regions and service providers are expected to participate to the best of their ability to create savings. To achieve fairness in cost savings we are proposing the following process be used:

- That the capacity of service providers to achieve savings will be evaluated by looking at people served against costs;
- That information about costs of service will be shared among all service providers in order to facilitate an open and productive cost saving process; and
- For service providers who state they cannot achieve savings or provide expanded services, it is recommended that they present and validate their rationale through a peer review process.

Methodology for Tracking Savings

- Savings will only be credited to an agency when capacity is increased beyond existing contract deliverables;
- MCFD regions will be responsible for tracking projected costs for H&S and CIC's turning 19, and sharing this information in advance. If those people are served at no additional cost, the projected costs are considered as savings against the H&S and CIC budget;
- Savings will be tracked retroactive to April 1, 2002;
- If service providers reduce their funding from existing contract levels, they will be credited for the actual net dollars saved;
- The savings will be measured on an annualized basis if changes occur part way through the year;
- MCFD will maintain a regional record of savings which will be shared with all service providers as part of supporting a collaborative approach to cost savings; and
- There will be a common template across the province for projected expenditures and cost savings. The template will document both existing commitments and projected expenditures.

Provincial Savings Targets

- $25 million savings in spending in regional services; and
- $20 million saved in centrally held budget lines

Regional Savings Targets

- Annualized six percent as a target for all regions;
- Regions may be able to make a case for not achieving 6% in some areas by demonstrating that their specific per person costs are substantially lower than the provincial averages, e.g. comparing group homes to group homes in other regions, etc.

Service Provider Targets

- MCDF and service providers will work together to review all the regional costs per person/per agency basis;
- Service providers will be expected to save 6%. Service providers may be able to make a case for not achieving 6% in certain programs where their costs are substantially lower than provincial averages. The rationale for reduced savings is presented to fellow service providers and must be accepted by them; and
- Family Care - Levels 1-4 are exempted. All special rtes over level 4 are up for discussion and reductions

Cost-Saving Leadership

- The process will be co-led by the Ministry, family members, and service providers;

- Individuals without family will have advocates speak for them to ensure their safety in the change process;
- For each region there would be one service provider, selected by service providers, leading the process with the CLS manager; and
- Decisions about savings would be made at the community level, e.g. Powell River

Commitment to agencies to carry the credit to next fiscal year must be formally endorsed by the Ministry from recommendations provided to them by the CLTSC.

Conflict Resolution Strategy

- The normal problem solving process will be used;
- Issues with families and individuals can be referred to the Service Quality Advocate for assistance; and
- If the CLS E.D. is unable to resolve conflict it comes to the CLTSC or its successor

HR/LR Implications

Wherever possible employees displaced due to cost savings will be accommodated in existing positions as per their Collective Agreement.

Other Implications

Liabilities such as group home mortgages and leases will be factored into funding after the reductions.

Effective Communication

A communication package will be developed and presented as follows:

- Joint presentation by MCFD and service provider rep to families, service providers, and Ministry staff;
- Communication with unions;
- Lead agencies model the strategies for cost reduction;
- CLTSC reps. With MCFD staff doing presentation;
- Presentations to service providers, families and individuals, MCFD staff;
- Written package followed by presentations; and
- Mid-August to mid-September timeline

Steering Committee Minutes
April 24, 2002

Ministry of Children and Family Development

Community Living Transition Steering Committee
MINUTES

April 24th, 2002
Plaza 500 Hotel
500 West 12th Avenue, Vancouver BC

Attending:

Cathy Anthony	Graham McMynn
Laney Bryenton	Garry Molitwenik
Peter Cambridge	Jeff Moulins
Jane Cowell	Ellen Tarshis
Linda Derkach	Stan Remple
Doug Woollard	Terry Robertson
Jane Donegani-Short	M. Lynn Rolko
David Driscoll (Co-Chair)	Bryce Schaufelberger
John Kehler	Roberta Scott
Cathy Grant	Tim Stainton
Muriel Hansen	Robin Syme
Alanna Hendren	

Guests: The Honourable Gordon Hogg, Minister of Children and Family Development
Chris Haynes, Deputy Minister of Children and Family Development

Personal support people: Sandy Addison, Gregg Schiller; John Spark

Regrets: Elaine Murray (Co-Chair); Jo Dickey; Al Etmanski; Deanna Kratzenberg

Project Support Staff

Frank van Zandwijk (Project Management) and Roberta Laughlin (recorder)

1. WELCOME AND INTRODUCTIONS

Committee Co-Chair, David Driscoll, welcomed the committee members. Regrets were received from Elaine Murray, Co-Chair, who was unable to attend due to family illness. Robin Syme, took Elaine Murray's place as Co-Chair for the day. Regrets were also received from Deanna Kratzenberg, Jo Dickey and Al Etmanski. Sue Salter was present for the day to receive information on behalf of Jo and Al.

The agenda was reviewed and approved. The Co-Chairs confirmed that committee minutes would be brought back to the next committee meeting for approval before being posted on the Web. The committee will establish a correspondence file that will ensure that any correspondence received by the committee, as well as responses, will be shared with the whole committee.

i. *ACTION: Create and maintain a correspondence file for the committee.*

David Driscoll introduced Chris Haynes.
Chris Haynes, Deputy Minister of Children and Family Development, provided and overview of the relationship of the Committee's mandate to other transformation activities currently underway in the ministry. He referred to the government's strategic plan and what MCFD is to deliver. This information can be found on the government and ministry Web sites. One of the strategies in the plan is a service delivery approach that is community-based. The mandate for the CLTSC is to recommend a plan that will enable the development and implementation of a community-based service delivery system. The Deputy Minister also referred to the principles quoted in the Minister's letter to the committee members, which can guide the work of the committee.

The Deputy Minister identified the other three steering committees in the ministry: Child and Family Steering Committee on Community Governance; Steering Committee on Corporate Accountability, and; Corporate Infrastructure Executive Steering Committee. He expressed the critical need to link the work of each of the steering committees. He assured the committee he is available and willing to be involved with their work. In addition, he will consult with, provide regular updates and receive recommendations from the CLTSC with respect to any ministry policy or service delivery change during the period of time the Committee is at work.

David Driscoll introduced Minister Hogg who, in turn, also welcomed the committee members. The Minister thanked the members for their contribution and commitment to transforming and improving supports for adults with developmental disabilities and children with special needs. Minister Hogg expressed his confidence and faith in the ability of the Committee's membership of self-advocates, family members, advocates, service providers and ministry staff. He invited the members to keep focussed on the vision of a community-based service delivery system that will empower individuals, families and advocates, despite the challenges associated with the budget reductions.

The Minister and Deputy Minister joined the members for a group picture. The Minister provided the members with a personalized certificate in recognition of their contribution. David Driscoll then asked each of the committee members to introduce themselves.

2. REVIEW OF MINISTER'S LETTER OF APPOINTMENT

David Driscoll led a discussion intended to clarify the mandate or "charge" given to the committee. The Letter of Appointment included the April 10th letter to members of the Community Living Coalition, containing the Terms of Reference for the committee. David referred specifically to the section that clarifies the ministry's announced intention: "...to transfer authority and responsibility for community living services to a new, community-based governance structure broadly characterized as a single provincial authority...".

In this structure, government will retain ownership and responsibility for:

- Funding
- Setting standards
- Appointing the Board of Directors

The community-based Board of Directors will:

- Direct operations
- Enforce standards
- Manage funds, and
- Is responsible for creating new and innovating supports, including individualized funding.

In addition, the community-based governance structure will:

- Have an on-going relationship with government
- Report directly to the minister, and
- Have operational decision-making autonomy, within approved funding.

The CLTSC is charged with the responsibility of recommending to the minister, a transition plan to accomplish the transfer of authority and responsibility to the new governance structure by September 30, 2002.

The mandate:

"The CLTSC will have the authority to make recommendations to the Minister defining the terms of the transition plan including determinations of all financial, staff and other resources and all assets consistent with the ministry's budget plan and incorporating all necessary elements and processes to successfully transfer the delivery of community living services to a new provincial authority".

The Benchmark date for funding and assets was set for December 31, 2001 – based on full disclosure – to ensure that budget shrinkage initiated since this date, if any, does not impact on the resources available for transfer to the new authority.

David clarified that the April 10th letter does not link the CLTSC charge to the ministry Service Plan.

Issues identified and to be addressed:

- Is there a relationship with the work of the CLTSC and the service delivery design?
- Funding for addressing waitlists
- Is funding transferred to other ministries for supports for people with developmental disabilities retrievable?

Roles and Responsibilities

David focused on the need to identify and create a number of working groups as a responsibility of the CLTSC.

Decision-making process,

While decisions can be made by majority vote, David indicated that he hopes that the CLTSC can do better and aim for consensus. He views the majority vote as a default position.

If confidentiality agreements are deemed necessary, they will be of a standard form used in government and in compliance with the Freedom of Information and Privacy Act provisions. It was confirmed that support persons present at the time that confidential issues are addressed fall under the same confidentiality rules as those that apply to the members of the CLTSC.

DEVELOPMENT OF TIMELINES AND TASKS

David led a discussion on the timelines and tasks required to meet the objective of the committee and how these relate to tasks and timelines in other steering committees. Committee members expressed concern about the volume of work to be accomplished in the short time frames.

ii. ACTION: Frank van Zandwijk to draft a project plan outline for use by the committee. The outline will incorporate and sequence the timelines for the tasks of other steering committees and the Joint Children and Youth with Special Needs Directorate. This draft project plan outline will be reviewed at the next meeting.

Issues identified and to be addressed:

- Clarification needed re. linkages between the special needs joint directorate and the CLTSC
- The CLTSC relationship to other steering groups
- Eligibility for services
- Levels of support for people currently receiving services
- Direction of Community Care Facility Licensing.

DIVISION OF LABOUR/COMMITTEE STRUCTURE

A Strategic Planning Group of six to eight people will be chosen from the committee members, to work with David, Elaine and the Project Manager. This group will report to the CLTSC. The priorities of this group will be:

- Input into current policy and service delivery activities
- Bridge/liaison with Child and Family Development Steering Committee re. special needs children and aboriginal issues.
- Clarify relationship with other three steering committees

iii. ACTION: David and Elaine to choose members for Strategic Planning Group before the next meeting.

Members identified and outlined the varied tasks that the CLTSC needs to undertake. The grouping of tasks assisted the members in identifying six possible working groups/task forces, as follows:

1. Governance and service management
2. Enabling legislation, policy and shared responsibility
3. Individual and family support funding options (choices), planning and service delivery
4. Communication, information and feedback
5. Accountability, quality assurance, standards and information systems
6. Resource allocation – Finance and Human resources

The Joint Children and Youth with Special Needs Directorate would be an additional table, linking community living with the child and family development area.

> iv. *ACTION: The members were asked to consider these working groups in relation to the tasks to be undertaken. This will be an agenda item at the next meeting at which time the working groups will be finalized. Members were also asked to consider membership and resources for these committees.*
>
> *Tim Stainton offered to develop and distribute a matrix for consideration by the members, prior to the next committee meeting.*

RESOURCES TO SUPPORT THE WORK OF THE COMMITTEE

Communication and messaging from the CLTSC was identified by members as a critical issue.

It was suggested that information about decisions, actions, next steps, etc. be communicated ASAP after the committee meetings. In order to accommodate this it was suggested that a staff member from the ministry's Communication Division be present at the committee meetings.

This person would summarize the committee's deliberations and present this to the committee by the end of the meeting, soliciting their agreement. The agreed to summary will then be posted on the ministry Web site the following day.

ACTION: Communication Division in the ministry will be requested to resource the CLTSC with a staff representative to accommodate the committee's communication needs.

Frank will post a plain-language summary of the first meeting for the Web site and will include the member list and bios.

After the members were provided with general logistical information in support of their attendance, the committee confirmed the next four meeting dates, as follows:

May 16/17 and 29/30
June 13/14 and 26/27

Members were asked to consider resource people with experiences and expertise who could support the work of the CLTS.

> v. ACTION: members to consider resource people and bring their names to the next committee meeting, for discussion.

A requirement to have a definition of Indivualized Funding and Direct Funding was identified.

vi. ***ACTION: Tim Stainton and Peter Cambridge volunteered to provide information to the CLTSC re: Individualized Funding and Direct Funding for consideration at future meetings of the CLSTC and/or work groups.***

Members discussed their concern regarding deficit reduction initiatives currently underway in the ministry field offices. Members asked for clarification of this fiscal year's deficit position as well the relationship between the CLTSC mandate and changes/cuts in services now being implemented to meet this year budget target.

ACTION: Request that the Deputy Minister confirm the CLTSC mandate and Minister's charge with those responsible for implementing deficit reduction plans. Provide the CLTSC with a clear explanation of this year's budget and deficit.

Members discussed the need for waitlist information for both children and adults. They would like to get clarification on how crisis needs and emergencies are responded to.

vii. ACTION: Provide the members with waitlist information for both adults and children.

The Co-Chairs confirmed that the objective of the committee is to develop and recommend a transition plan, not to implement the plan.

Next Meeting: May 16th and 17th, 2002, Plaza 500, Vancouver

ACTION SUMMARY

- ACTION: Create and maintain a correspondence file for the committee.
- ACTION: Frank van Zandwijk to draft a project plan outline for use by the committee. The outline will incorporate and sequence the timelines for the tasks of other steering committees and the Joint Children and Youth with Special Needs Directorate. This draft project plan outline will be reviewed at the next meeting.
- ACTION: David and Elaine to choose members for Strategic Planning Group before the next meeting.
- ACTION: The members were asked to consider these working groups in relation to the tasks to be undertaken. This will be an agenda item at the next meeting at which time the working groups will be finalized. Members were also asked to consider membership and resources for these committees. Tim Stainton offered to develop and distribute a matrix for consideration by the members, prior to the next committee meeting.

- ACTION: Communication Division in the ministry will be requested to resource the CLTSC with a staff representative to accommodate the committee's communication needs. Frank will post a plain-language summary of the first meeting for the Web site and will include the member list and bios.
- ACTION: members to consider resource people and bring their names to the next committee meeting, for discussion.
- ACTION: Tim Stainton and Peter Cambridge volunteered to provide information to the CLTSC re: Individualized Funding and Direct Funding for consideration at future meetings of the CLTSC and/or work groups.
- ACTION: Request that the Deputy Minister confirm the CLTSC mandate and Minister's charge with those responsible for implementing deficit reduction plans. Provide the CLTSC with a clear explanation of this year's budget and deficit.
- ACTION: Provide the members with waitlist information for both adults and children.

ISSUE SUMMARY

1. Issues identified and to be addressed:
2. Is there a relationship with the work of the CLTSC and the service delivery design?
3. Funding for addressing waitlists
4. Is funding transferred to other ministries for supports for people with developmental disabilities retrievable?
5. Clarification needed re. linkages between the special needs joint directorate and the CLTSC
6. The CLTSC relationship to other steering groups
7. Eligibility for services
8. Levels of support for people currently receiving services
9. Direction of Community Care Facility Licensing.

Steering Committee Minutes
May 16 and 17, 2002

Ministry of Children and Family Development
Community Living Transition Steering Committee
May 16th and 17th, 2002
Plaza 500 Hotel, Vancouver BC

Attendees:
Cathy Anthony
Laney Bryenton
Peter Cambridge
Jane Cowell
Linda Derkach
Jo Dickey
Jane Donegani-Short
David Driscoll (Co-Chair)
Al Etmanski
John Kehler
Cathy Grant
Muriel Hansen
Alanna Hendren
Deanna Kratzenberg
Graham McMynn
Garry Molitwenik
Jeff Moulins
Elaine Murray (Co-Chair)
Stan Remple (May 17th only)
Terry Robertson
M. Lynn Roiko
Bryce Schaufelberger
Roberta Scott
Tim Stainton
Robin Syme
Ellen Tarshis
Doug Woollard

Regrets: Stan Remple (May 16th, 2002)

Project Support Staff
Frank van Zandwijk (Project Management)
Petra Young (Communications)
Roberta Laughlin (Recorder)

May 16, 2002

Review of previous minutes and review agenda
The minutes of the April 24th meeting were reviewed and adopted.

Review agenda
Changes to the agenda were made and agreed to.

Strategic Planning Group
Members of the CLTSC Strategic Planning Group were announced. The Strategic Planning Group will support the work of the CLTSC and will be responsible for providing information, advice and making recommendations to the CLTSC.Members are:

David Driscoll (Co-Chair)
Laney Bryenton
Linda Derkach
Al Etmanski
Alanna Hendren
Elaine Murray (Co-Chair)
Deanna Kratzenberg
Roberta Scott
Tim Stainton
Doug Woollard

Frank van Zandwijk, Project Manager

Clarification Regarding Alternatives
The CLTSC recognized that no provision for alternates is included in the Terms of Reference. CLTSC Work Groups can accommodate additional community participation.

Official Communication
The CLTSC recognizes the importance of giving timely information to everyone. It was agreed that the Ministry of Children and Family Development Community Living Change Web site will be the official site of records and documents produced by the CLTSC.

Resources And Budget For CLTSC
Elaine Murray provided an overview of the resources available to the CLTSC in carrying out their duties. $1.32 million, annualized to March 31/03, has been allocated to the CLTSC to conduct its business (see attached overheads). The CLTSC must ensure funds are spent in a fiscally responsive manner and that existing government financial and contract management policies are applied.

David Driscoll acknowledged that, in addition to government's contribution, the Community Living sector is contributing their own funds through the participation of CLTSC members. Elaine also reminded members the Ministry has staff resources available to assist the work of the CLTSC.

Gantt Charts (mapping timeframes and tasks)
It was decided more work would be done on the Gantt Chart after Work Groups have met and had a chance to define their requirements.

A list of items requiring legislation support/enabling needs to be submitted soon to ensure timely consideration in the drafting process. Details on an item can be defined further at a later date. More discussion required on next agenda.

Creation of Work Groups
The principles of mutual respect, collaboration, honesty, trust and openness between members is critical to the success of the CLTSC. The CLTSC will try to reach a consensus whenever possible.

A working draft matrix for the Transition Work Groups, offered for submission by Tim Stainton, was reviewed by the CLTSC. The matrix was designed to help the CLTSC members in their deliberations on the scope, mandate and membership of the various proposed Work Groups.

Further discussion took place around the CLTSC Work Groups that were identified at the previous meeting. It was agreed that the work of the Governance and Service Delivery Management work group and the Policy and Legislation Work Group are directly related, and that the two groups should be combined for the present time. The following 6 groups were formed:

GOVERNANCE, SERVICE DELIVERY MANAGEMENT, POLICY AND LEGISLATION
CLTSC Membership
Laney Bryenton (Chair)
Al Etmanski
Muriel Hansen
Graham McMynn
Bryce Schaufelberger
Ellen Tarshis

INDIVIDUALIZED FUNDING AND PLANNING OPTIONS
CLTSC Membership
Tim Stainton (Chair)
Jo Dickey
Deanna Kratzenberg
Jeff Moulins
Roberta Scott
Robin Syme

COMMUNICATIONS
CLTSC Membership
Terry Robertson (Chair)
Cathy Anthony
Cathy Grant
Linda Derkach

ACCOUNTABILITY AND INFORMATION TRANSFER
CLTSC Membership
Jane Short, Chair
Peter Cambridge
Lynn Rolko

HUMAN RESOURCES AND FINANCE
CLTSC Membership
Doug Woollard (Chair)
Alanna Hendren
Garry Molitwenik

CHILDREN AND FAMILIES (JOINT CHILDREN & YOUTH WITH SPECIAL NEEDS DIRECTORATE)
CLTSC Membership
John Kehler, Identified Lead
Cathy Anthony, Identified Lead
Laney Bryenton (P/T)

Jane Cowell
Doug Woollard (P/T)

The scope and mandate of the individual Work Group was discussed. Work Group members were provided with a planning template to assist the work ahead. It was confirmed that each Work Group should have a maximum of eight members. In addition to the CLTSC members, the Work Groups may invite additional community members to participate. Names of some individuals who have already expressed interest in joining Work Groups were shared. CLTSC members may be aware of others who are also interested. Ministry staff providing support to Work Groups will not be counted as committee members.

ACTION: The Work Groups were tasked with bringing the following information back to the next CLTSC meeting:

A list of the Work Group members (including external participants);
A resource plan (to include request for consultants and services);
Terms of reference;
Outstanding issues;
A schedule of meetings; and
A project plan.

BUDGET DISCUSSION

The Deputy Minister of Children and Family Development, Chris Haynes, joined the meeting to share information about the ministry budget process. He said that the CLTSC is beginning a major power shift in the way Community Living services will be delivered and thanked members for taking on this task. He emphasized staff at the Ministry are committed to the new model, and encouraged the CLTSC to consider these staff as a resource to assist on the road to community governance. The Deputy recognized the CLTSC is the best way for the Community Living sector and government to meet and share advice and direction on current community living issues that are facing the Ministry and the sector.

Les Foster, Executive Financial Officer, Ministry of Children and Family Development, provided a high-level overview of the Ministry budget and targets for Adult Community Living over the next three years. Les advised that Ministry financial staff are available to share information and provide clear answers and advice to the CLTSC, as required. He committed to making sure the CLTSC was comfortable with the financial information provided by the Ministry.

Deputy Minister Chris Haynes stated that the budget targets in the three year Service Plan, as established by Treasury Board, are not debatable and will have to be reflected in the recommendations from the CLTSC and must be met by the new Provincial Authority. Les Foster and/or his staff will meet with the CLSTC, or Work Groups, at their request.

May 17, 2002

Budget Deficit – This Fiscal Year
In response to the letter from David Driscoll to Chris Haynes dated May 6, 2002, Elaine Murray confirmed that ministry staff have been asked not to take any actions regarding the current Community Living budget deficit, discontinuing the implementation of planned changes of services or reduction of contracts in preparation for meeting this fiscal year's budget targets.

Clarification of Service Plan/Budget Relationship
Elaine Murray provided further explanations about the Adult Community Living budget breakdown. As a result, the CLTSC passed the following four motions with respect to these services.

Motion #1
The CLTSC accepts the Deputy Minister's offer to stop deficit reduction planning and implementation within Community Living services for fiscal year 02/03
Motioned, seconded and carried - unanimous

Motion #2
The CLTSC accepts the Deputy Minister's request that the CLTSC work with the Ministry to eliminate barriers and set a framework of creativity and innovation. The CLTSC will reinforce the mandate to encourage creative cost savings of all Work Groups.

This work will be directed by the following principles:
No reduction in service quality;
No changes in eligibility;
Increased capacity to respond to new service pressures; and
Elimination of infrastructure barriers.

The Strategic Planning Group will co-ordinate the CLTSC response to this co-operative effort with the Ministry
Motioned, seconded and carried - unanimous

Motion #3
That the CLTSC immediately hire external financial review expertise, guided by the Human Resources and Finance Committee, to assist in determining in full the financial resources and assets that will transfer to the Community Living Authority
Motioned, seconded and carried - unanimous

ACTION: The Human Resource and Finance Work Group will bring recommendations for the scope of the project and a short-list of potential contractors to the next meeting.

Motion #4
The Strategic Planning Group will expedite the ability of the CLTSC to hire its own staff and consultants.

Motioned, seconded and carried - unanimous

ACTION: Strategic Planning Group to review current tasks and identify the roles and responsibilities and share the information with the CLTSC members prior to the next meeting.

Bill 27 Presentation
Regrets – deferred to the next, or future meeting.

ADMINISTRATIVE ISSUES

The process to handle the costs to members above and beyond the standard government expenses allowed is being worked out to accommodate unique needs of some CLTSC members.

Discussion and review of further administrative requirements for the Committee took place, especially as it relates to the Work Groups. Suggested support positions for the work of the community Co-Chairs and the work of the CLTSC were proposed and discussed. Referred to the Strategic Planning Group for further clarification.

Further meeting dates to be set at the next meeting.

Next Steps
Terms of Reference, including work plans, for each of the Work Groups.

Future Work
The issue of safeguards for individuals in the current service system was raised. The CLTSC referred this issue to the Strategic Planning Group.
It was agreed that the Governance, Service Delivery Management, Policy and Legislation Work Group should proceed in identifying contractors for governance issues.
Clarification of communication with outside agencies, e.g. families and those not directly connected with the change process.
Clarification and listing of legislation support items to be collated and submitted for the legislative drafting process.
Clarification of inter-ministerial linkages.

Next Meeting

May 29th		May 30th	
A.M.	CLTSC meeting	A.M.	Work Groups meeting
P.M.	Work Groups meeting	P.M.	CLTSC

ACTION SUMMARY

ACTION: The Work Groups were tasked with bringing the following information back to the next CLTSC meeting:
A list of the Work Group members (including external participants);
A resource plan (to include request for consultants and services);
Terms of reference;

Outstanding issues;
A schedule of meetings; and
A project plan.

ACTION: The Human Resource and Finance Work Group will bring recommendations for the scope of the project and a short-list of potential contractors to the next meeting.

ACTION: Strategic Planning Group to review current tasks and identify the roles and responsibilities and share the information with the CLTSC members prior to the next meeting.

Steering Committee Minutes
May 29 and 30, 2002

Ministry of Children and Family Development
Community Living Transition Steering Committee
May 29th and 30th, 2002
Plaza 500 Hotel, Vancouver BC

MINUTES

Attendees:

Cathy Anthony
Laney Bryenton
Jane Cowell
Linda Derkach
Jo Dickey
Jane Donegani-Short
David Driscoll (Co-Chair)
Al Etmanski
John Kehler
Cathy Grant
Muriel Hansen
Alanna Hendren
Deanna Kratzenberg
Graham McMynn
Garry Molitwenik
Jeff Moulins
Elaine Murray (Co-Chair)
Stan Remple
Terry Robertson
M. Lynn Rolko
Bryce Schaufelberger
Roberta Scott
Tim Stainton
Robin Syme
Ellen Tarshis
Doug Woollard

Regrets: Peter Cambridge (May 29/30); Deanna Kratzenberg (May 30); Jo Dickey (May 30);
Jane Cowell (May 30)

Project Support Staff
Frank van Zandwijk (Project Management)
Petra Young (Communications)
Roberta Laughlin (Recorder)

May 29, 2002

Review of agenda.
Changes to the agenda were made and agreed to.

Review of previous minutes.
The minutes of the May 16 and 17, 2002, meeting were reviewed and adopted.

Business Arising.
The CLTSC expressed concern that requests to the Ministry of Human Resources for a presentation on Bill 27 have not been addressed. The CLTSC passed the following motion:

Motion #1
The CLTSC expresses concern regarding Bill 27 and its associated regulations, and seeks clarification on its impact on the lives of people with developmental disabilities and their

families. The CLTSC seeks assurances that people with developmental disabilities, their families and advocates will have significant input and be consulted in the regulations drafting process. The CLTSC directs the Co-Chairs to formally invite Robin Ciceri, Deputy Minister of Human Resources or her delegate to attend the June 13/14 meeting of the CLTSC to make a presentation on Bill 27.
Motioned, seconded and carried – unanimous.

Report from Strategic Planning Group
The Strategic Planning Group (SPG) provided a number of recommendations to the CLTSC. The following motions were passed:

Motion #2
The CLTSC agreed, in principle, to name Stan Remple as a support to the CLTSC until September 30, 2002, subject to agreement re: time, tasks, remuneration and job description.
Motioned, seconded and carried – 1 dissent

Stan Remple will resign as a member of the CLTSC effective immediately.

Motion #3
The CLTSC Work Groups have no separate authority from the CLTSC. The CLTSC will approve all resources and consultants required by the Work Groups.
Motioned, seconded and carried – unanimous.

Motion #4
External membership on the CLTSC Work Groups is not subject to CLTSC approval. However, outside membership must be approved by the Work Group as a whole and is not at the sole decision of the Work Group Chair.
Motioned, seconded and carried – unanimous.

Motion #5
Work Group Chairs who are not members of the Strategic Planning Group are invited to join the SPG meetings as non-voting members.
Motioned, seconded and carried – unanimous.

Motion #6
The CLTSC agreed to the following with respect to the Communications Work Group:
The Work Group will develop a communication plan for the CLTSC;
The current Chair has agreed to step down;
The Work Group will make a recommendation for a new Chair and other resource requirements.
The Work Group will include regional representation on the Communication Work Group
Motioned, seconded and carried – unanimous.

Correspondence

The CLTSC discussed requests received in writing and through other means from individuals and organizations who wish to make a presentation to the CLTSC. The following motion resulted:

Motion #7

The CLTSC is open to receiving presentations/submissions only if there is a compelling reason and that this decision is at the call of the Co-Chairs.
Motioned, seconded and carried – unanimous.

Vision Statement

ACTION: The Governance, Service Delivery Management, Policy and Legislation Work Group will draft a vision statement to be brought back to the CLTSC for consideration on May 30th.

Work Groups

Discussion took place about work plans, principles, administration, and other issues related to Work Groups. Draft work plans have been developed by the six Chairs and will be reviewed by Work Group members over the next two days. Work Group activities over the next four months have been divided into four phases:

Phase 1	May 29 & 30	Completion of work plans
Phase 2	June 1 - July 31	Work on tasks Draft recommendations to CLTSC
Phase 3	August	CLTSC review of recommendations Further work on tasks
Phase 4	Mid - September Sept 30th	Draft report Present report to Minister

Chairs of Work Groups have been asked to sign a Memorandum of Agreement (MoA) committing the Work Group to deliver the specific tasks in the available time. The MoA also reflects the CLTSC's confidence in the Chairs.

ACTION: Work Groups to bring the following to the May 30th CLTSC meeting:
A list of tasks to be accomplished;
A list of associated timelines;
A list of financial/professional resources required;
A list of administrative resources required.

A list of Ministry staff available to assist on Work Groups was shared for consideration.

The CLTSC agreed that student placements on the Work Groups shall be the decision of each Work Groups. Any requests for associated expenses should be brought to the CLTSC.

The afternoon of May 29th and morning of May 30th were set aside for meetings of the CLTSC Work Groups.

May 30, 2002

Reports from Work Groups
The six work groups provided brief summaries of their work over the past day:

Communication Advisory Group (CAG)
The Communications Work Group was renamed the Communications Advisory Group. Terry Robinson will remain the Chair. The CAG have begun drafting a communication plan for the CLTSC, including a list of principles and key messages for the Committee. The following motion resulted:

Motion #8
That the CLTSC adopt, in principle, the following principles and key messages, recognizing that adjustments may be required after the Vision Statement has been agreed to:

Principles
To reach the widest possible audience, including self-advocates and those in rural locations, through the use of alternate communications tools and sources.
To ensure all materials are developed in clear language.
To develop consistent and objective messaging about the activities of the CLTSC.
To ensure all messaging includes reference to both adults with developmental disabilities and children with special needs.

Key Messages
The CLTSC is a partnership of self-advocates, families, service providers and the Provincial Government.

The CLTSC is committed to developing a community-based service delivery system for adults with developmental disabilities and children with special needs that promotes choice and innovation.

The CLTSC is committed to developing a system that ensures a smooth transition from children's to adult's services.

The CLTSC is opposed to any return to institutionalization for individuals with developmental disabilities in British Columbia.

The CLTSC is committed to ensuring individuals with developmental disabilities and children with special needs are supported in their right to safety, self-determination and full participation in their communities.

Motioned, seconded and carried – unanimous.

ACTION: The CLTSC Co-Chairs to direct the Ministry of Children and Family Development work with the CAG and the Communication Coordinator to redesign the

Ministry Community Living Change Web Site to improve its useability and layout and to develop a simplified access point.

ACTION: Frank van Zandwijk to explore opportunities for the CLTSC to piggyback on the MCFD Client Call Centre and/or the Enquiry BC line with respect to 1-800 enquiries.

Governance, Service Delivery Management, Policy and Legislation Work Group (GSPL)
The GSPL has identified several opportunities for communities to express their ideas about governance structures. Consultations will be held with individuals, agencies, community leaders, and academia. A draft vision statement for the CLTSC prepared by the GSPL was shared:

We believe individuals and their families, along with their friends and community partners, have the capacity to find the solutions right for them, and that now is the time to transfer the power and authority to enable this.

We have a new vision for a governance structure that will enable:
A transformation of the service system from a culture of client-hood to one of citizenship, to one that empowers individuals and their families and builds on their strength and resiliency, and one that honours choice, self-determination and inclusion.
A permanent seat at the policy table for people with disabilities and their families.
The service sector's capacity to be both responsive and flexible and to remove barriers to creativity and innovation.
Individualized funding as an option for those who choose it
The maximization of economic and social benefits for individuals with disabilities, their families and communities, by partnering with business, spiritual communities and labour in mutual benefit.

The following motion resulted:

Motion #9
That the vision statement be adopted, in principle, subject to minor revisions.
Motioned, seconded and carried – unanimous.

Human Resources and Finance Work Group (HRF)
The HRF developed a set of principles to guide their work.

We will search out and access every possible financial, physical, and human asset. Regardless of what we determine, our role is to evaluate and recommend to the CLTSC.

We will make recommendations to other Work Groups and the CLTSC as necessary to remove infrastructure barriers to efficiency as identified.

Individuals and families are sacred.

We will endeavor not to allow cuts to impact individuals and families.

Human Resource decisions about people will be made with as much respect and dignity as possible. Our behavior will be of the highest ethical standard.

We will seek maximum value for money.

We are committed to continuous quality improvement.

As requested at the last meeting, the HRF has proceeded with identifying and hiring a consultant, Frank Barr, to assist in determining the financial resources and assets that will transfer to the Community Living Provincial Authority. The HRF made the following recommendations to the CLTSC:

Motion #10
That the Minister approve that any savings gained through operating efficiencies, innovative and creative change be carried over to the next budget year, for the benefit of the Community Living Provincial Authority.
Motioned, seconded and carried – unanimous.

Motion #11
That MCFD regional staff and service providers work together to realize the savings in Motion #10 based on the following principles:
Changes are mutually identified by individuals, their advocates or family, service providers and MCFD;

All parties must agree on implementation of proposed changes;

Equal or improved service quality;

No change to eligibility;

Safety of individuals is maintained.

Motioned, seconded and carried – unanimous.

Motion #12
That no MCFD Community Living staff vacancies will be permanently filled unless critically necessary, and that social workers' responsibilities be reduced accordingly while maintaining the health and safety of individuals.
Motioned, seconded and carried – unanimous.

The CLTSC spoke in support of the work of Ministry field staff. The following action was identified.

ACTION: The HRF will review the contractual obligations regarding MCFD staff and bring options that will assist the CLTSC in crafting a message of support to MCFD community living staff.

Accountability and Information Transfer Work Group (AIT)
The AIT shared a 'purpose' document they developed to guide their work. The AIT intends to create an international advisory panel on accountability to provide feedback and advise on best practices.

Motion # 13
The Accountability and Information Transfer Work Group is charged with establishing a liaison with the MCFD Steering Committee on Corporate Accountability.
Motioned, seconded and carried – unanimous.

ACTION: The AIT to revise the 'purpose' document to include primary reference to the relationship with government and resubmit the document to the Co-Chairs within a week.

Children and Families Work Group (CFWG)
The CFWG is developing a detailed work plan to address services to children and youth with special needs. The CFWG requests that the other Work Groups ensure that their plans and recommendations encompass services for children, youth and families as well those for adults. The following motions were tabled:

Motion #14
The Children and Families Work Group requests immediate approval from the CLTSC to create an Interim Joint Policy Directorate with equal representation from the CLTSC and the Child and Family Development Steering Committee on Community Governance.
Motioned, seconded and carried – unanimous.

Motion #15
That the Co-Chairs of the CLTSC and the Child and Family Development Steering Committee on Community Governance appoint representatives to the Interim Joint Policy Directorate no later than June 13, 2002
Motioned, seconded and carried – unanimous.

Motion #16
That the members of the Interim Joint Policy Directorate develop terms of reference consistent with the Minister's decision regarding Children with Special Needs for the approval of the Co-Chairs of the CLTSC and the Child and Family Development Steering Committee on Community Governance
Motioned, seconded and carried – unanimous.

ACTION: Elaine Murray to send a letter to the CLTSC confirming that the Ministry has ended deficit reduction planning and implementation for services for Children with Special Needs for fiscal year 02/03.

Individualized Funding and Planning Options Work Group (IFPO)
The IFPO have completed a detailed work plan and hope to have a 'skeleton' framework for individualized funding by the next meeting. The IFPO noted the need to work closely with the HRF Work Group on areas of overlap.

Clarification of Budget

The following resolutions were made with respect to budgets for Work Groups:

Motion #17

Over the next few days, Stan Remple and the Work Group Chairs will finalize detailed project plans for budgets and expenditures for consultants to September 30, 2002. The plans will be approved by the Co-Chairs as soon as possible. The Co-Chairs will report back on the approved budgets to the CLTSC at the next meeting.
Motioned, seconded and carried. One dissent.

Motion #18

Elaine Murray to pursue discussions with the BC Association for Community Living to determine if they would be willing to act as a trustee for the CLTSC.
Motioned, seconded and carried – unanimous.

Motion #19

MCFD to provide the CLTSC with information on the legal implications of direct payments to families and potential effects on taxable income.
Motioned, seconded and carried – unanimous.

ACTION: Work Group Chairs to provide Stan with the following information as soon as possible for each consultant request:

Who is/are the consultants;
What are the deliverables;
How many days are required; and
The cost per day plus expenses.

Legislation

Questions were raised about the July 3, 2002, deadline for recommending changes to Legislation that will allow the transfer of governance to the new Community Living Provincial Authority on April 1, 2003. The CLTSC expressed concern that they have not been consulted on the changes planned by the Ministry and they require an opportunity to review proposed changes and make recommendations.

ACTION: Elaine Murray will investigate and report back to the CLTSC on the apparent conflict between the legislative requirements and the Minister's charge to the CLTSC.

Role of Strategic Planning Group

This item was deferred to the next conference call.

Dates for future meetings

The following dates were agreed upon:
June 13th and 14th
June 26th and 27th

July 11th and 12th
July 24th and 25th
August 8th and 9th
August 21st and 22nd

The CLTSC will decide prior to each meeting how much time will be CLTSC business and how much time will be set aside for Work Groups. The format for the June 13th and 14th meeting will be:

June 13th	10:00 a.m. - 11:30 a.m.	CLTSC
June 13th	11:30 a.m. - 5:00 p.m.	Work Groups
June 14th	9:00 a.m. - 2:00 p.m.	Work Groups
June 14th	2:00 p.m. - 4:30 p.m.	CLTSC

Other
Clarification regarding posting of draft minutes was requested. The current agreed to process of meeting summaries and approved minutes will continue.
Janice Aull, Executive Director of Strategic Management, MCFD, is requested to address the Governance Planning and Accountability and Information Transfer Work Groups at the next CLTSC meeting.

Steering Committee Minutes
June 13 and 14, 2002

Ministry of Children and Family Development
Community Living Transition Steering Committee
June 13th & 14th 2002
Plaza 500 Hotel, Vancouver BC

MINUTES

Attendees:
Cathy Anthony
Laney Bryenton
Peter Cambridge (June 13th Only)
Linda Derkach
Jo Dickey
Jane Donegani-Short
David Driscoll (Co-Chair)
Al Etmanski (June 14th Only)
John Kehler
Cathy Grant
Muriel Hansen
Alanna Hendren (June 13th Only)
Deanna Kratzenberg
Graham McMynn
Garry Molitwenik
Jeff Moulins
Elaine Murray (Co-Chair)
Stan Remple
Terry Robertson
M. Lynn Rolko
Bryce Schaufelberger
Tim Stainton
Robin Syme
Ellen Tarshis
Susan Whittaker
Doug Woollard

Regrets: Al Etmanski (June 13th. 2002), Peter Cambridge (June 14th, 2002), Alanna Hendren (June 14th, 2002); Roberta Scott (June 13 & 14, 2002)

Project Support Staff
Frank van Zandwijk (Project Management)
Petra Young (Communications)
Roberta Laughlin (Recorder)

June 13, 2002

Introductions
Susan Whittaker will replace Stan Remple as a community representative on the CLTSC. As the paperwork for her appointment has not been completed, Susan will have voice but not vote at the June 13 and 14 meeting.

Lynn Stevenson, Acting Provincial Executive Director for Community Living, MCFD, joined the CLTSC as an ex-officio member. Jane Cowell has resigned from the CLTSC but will retain her place on the Child and Family Development Work Group.

Frank Barr joined the meeting as a guest and member of the Human Resources and Finance Work Group.

Review agenda
Several additions to the agenda were noted.

Report from Strategic Planning Group

David Driscoll gave a report from the Strategic Planning Group and a summary of his recent meeting with Minister Hogg.

The BC Association for Community Living (BCACL) has agreed to act as trustee for CLTSC funding, subject to agreement on terms and conditions. $450,000 will be transferred from MCFD to the BCACL. The processing of expenses is yet to be worked out.

The Strategic Planning Group received CLTSC approval to set-up a process to bring interim recommendations to Minister Hogg prior to September 30th, as there may be items the Minister will need to act upon before that date in order for the CLTSC to achieve its mandate. Work Groups are to bring any recommendations to the Strategic Planning Group, who will in turn, forward them to the Minister.

David reminded the group that the CLTSC is tasked with making recommendations on the allocation of all Ministry assets related to community living, including group homes and other property. The CLTSC should ensure they review all assets and revenue generating opportunities and consider their potential to mitigate the budget reductions the ministry is implementing next fiscal year. The Human Resources and Finance Work Group was tasked with addressing this issue in their Group.

Richard Bridge has been asked to explore the implications of the federal government TONI (Tax on New Initiatives) agreements and their potential impact on funding.

The issue of safeguards for individuals in the current service system was raised. Work Groups were instructed to report back to the CLTSC on how they were addressing this issue in their individual areas, including:
What they are working on;
How they intend to proceed; and
What approvals are required from the CLTSC.

Work Group Chairs will meet during lunch on June 14th to discuss this issue and areas of overlap.

David applauded the Minister for his commitment to the unique collaboration of community and government that the CLTSC represents. He reported that the Minister expressed his continued dedication to moving to a new system of governance that is based in the community, and to ensuring people with developmental disabilities and their families are empowered to exercise choice and self-determination.

David also acknowledged the magnitude of the task the CLTSC has been charged with, and thanked members for their continued work and commitment on behalf of British Columbians.

Joint Policy Directorate on Children with Special Needs

The following motion was tabled:

Motion #1
At the recommendation of the Child and Family Development Work Group, the CLTSC Co-Chairs appoint the following individuals to the Interim Joint Policy Directorate on Children with
Special Needs:
John Kehler
Jane Cowell
Jules Hopkins
Motioned, seconded, carried. Unanimous.

Review of Previous Minutes

Motion #2
That the minutes of the May 29th and 30th meeting be adopted with the addition of the following item under Other Business:

Janice Aull, Executive Director of Strategic Management, MCFD, is requested to address the Governance Planning and Accountability Work Groups at the next CLTSC meeting.

Motioned, seconded, carried. Unanimous.

Correspondence
As requested at the first CLTSC meeting, a binder of all incoming correspondence for the CLTSC has been prepared. The binder was circulated to members.

Update on Work Plan Objectives
Work plan objectives for the Work Groups are almost complete and detailed GANT charts are being developed over the next week.

Status of External Resources and Process for Funding
These items were deferred to the afternoon of June 14th.

Bill 27 Presentation
Andrew Wharton, Assistant Deputy Minister, Ministry of Human Resources (MHR) and Judi Ward, Manager, Social Policy Branch, MHR, joined the CLTSC to give a brief presentation on Bill 27, the Employment and Assistance Act for Persons with Disabilities.

Bill 27 has been developed specifically for persons with disabilities, and is separate from Bill 26, the Employment and Assistance Act. Bill 27 recognizes that many individuals with disabilities want to work, and also takes into account the cyclical nature of some disabilities. Individual eligibility will be reviewed every five years, although it is estimated that 50% of recipients will not need to go through a reassessment process.

Both new Acts are available on the internet.

CLTSC members expressed concerns about some of the provisions of the new Act, including the mandatory review of eligibility and the elimination of the Homemaker provisions previously provided by MHR.

June 14, 2002

Reporting of Work Group Chairs
Janice Aull, Executive Director of Strategic Management, MCFD, gave a joint presentation to the Governance Planning and Accountability and Information Transfer Work Groups on timelines for passing legislation to create a community living authority for April 1, 2003.

MCFD is developing a new Act to enable the creation of all new governance structures related to Community Living services, Children and Family Development services and Aboriginal services. The new Act is intended to provide a framework with details to be finalized later through the passing of regulations through Orders in Council.

Based on their mandate and Terms of Reference, the CLTSC was of the understanding that they had until September 30, 2002, to prepare this new Act. MCFD now intends to prepare this Act by July 3, 2002, without soliciting the recommendations of the CLTSC and without the input from the community.

The CLTSC expressed concern that the timelines for drafting legislation are inconsistent with the timelines of the CLTSC. They noted that legislation has been prepared in the absence of input from the CLTSC and that CLTSC involvement in the regulations drafting process will not be sufficient.

The CLTSC passed the following motion:

Motion #3
Be it hereby resolved that the Community Living Transition Steering Committee request that the Minister:
Divide the proposed legislation into at least two pieces to create a separate and distinct Community Living Authority Enabling Act;
Include in the Community Living Authority Enabling Act; a sunset clause requiring this Act to be repealed and replaced with the Community Living Authority Act during the Spring 2003 sitting of the Legislature (on or before May 30, 2003);
At First Reading stage of the Enabling Act, to include in the presentation to the Legislature a preamble, references to documents related to the creation and authority given the CLTSC, or other material to place on the record the commitment of the Minister and Government to a community-driven and defined process of transition including the development of legislation;
Recognize the extraordinary circumstances and the political imperative of aligning the work of the CLTSC to the legislative process and seek and obtain the permission of the House Leader and Legislative Council to extend the deadline for the replacement Act to January 2, 2003;

Authorize a new process whereby the development of the necessary regulations to create the new authority under the first Act and the development of the replacement Act coincide during the period from October to December, 2002 and complement each other; Introduce and shepherd the replacement Act through the Legislature during the Spring 2003 sitting, to be completed third reading and Royal Assent on or before May 30, 2003. Motioned, seconded, carried. Unanimous.

The Work Groups provided brief updates on their activities.

Governance Planning Work Group

The Governance Planning Work Group met with George Morfitt of UVIC to discuss governance options. George will prepare a presentation for the Group on governance structures that are working in other jurisdictions. The Work Group is considering membership in relation to the new Provincial Authority and will develop a paper on ground level ownership and membership structure. The Work Group is also seeking presentations from other individuals who have been involved in the successful transfer of governance from public bodies (e.g. Vancouver International Airport, Canadian Blood Services, BC Hydro).

Communications Advisory Group (CAG)

The Communications Advisory Group is preparing a package of presentation materials and background information that will form the basis of presentations to stakeholders. A feedback form has been developed to ensure comments and views are returned to the Committee. The material will also be provided directly to stakeholders through email and through agencies and MCFD offices. The Communications Advisory Group will seek CLTSC approval for these materials at the June 26th meeting of the CLTSC. The Communications Advisory Group received approval to invite Linda Perry and Jackie Brown to that portion of the CLTSC meeting to receive direct feedback from members.

The Communications Advisory Group asked for expressions of interest from CLTSC members who may be available to make presentations on CLTSC activities. Linda Perry will provide a short training session for interested members at a future date. The Communications Advisory Group also requested that any CLTSC members who receive ad hoc requests to make presentations contact Terry Robertson so all presentations can be tracked and presenters can be provided with the most up to date materials.

The Communications Advisory Group is compiling an email distribution list of interested agencies and individuals across BC, in order to send frequent updates. The Communications Advisory Group received approval to proceed with setting up an email address that can be listed on materials as an address to contact to be added to the distribution list.

A communications plan is also underway. All Communications Advisory Group materials will be brought to the CLTSC for approval before use. The Communications Advisory Group again requested that MCFD work with the Communications Advisory Group to redesign the Ministry Community Living Change website to enhance its usability.

Accountability and Information Transfer Work Group

The Accountability and Information Transfer Work Group has finalized their value statements, principles and policies. The Work Group thanked Doug Walls for his support and guidance within the group.

Individualized Funding Work Group

The Individualized Funding Work Group has developed a set of principles to guide the individualized funding system and have developed a preliminary funding model.

Motion #4

That half an hour be set aside on the next CLTSC agenda for the presentation of the individualized funding model for information and approval. Work Group members not on the CLTSC are also invited to join for that portion of the CLTSC meeting. Motioned, seconded and carried. Unanimous.

The Work Group has identified a set of tasks to be completed, including recommendations on the transfer of people and resources, the costing of resources, administration of individualized funding, and the development of a three-year implementation plan, among other items.

This Work Group is not addressing the entire Service Delivery System to be used by the new authority. The issue of other community living service and how developing the current system will transfer to the new provincial authority is not currently being addressed.

Action: The Individualized Funding Work Group to recommend a process for the review of current services and their transfer to the new authority Service Delivery System. To bring this back to the next CLTSC meeting for decision.

Human Resources and Finance Work Group

The Human Resources and Finance Work Group received presentations from Sarf Ahmed, Director of Budgets, MCFD, Brian Green, Director of Workforce Adjustment and Strategic Realignment Section, MCFD, and Glen Nuttall, Chief Financial Officer, MCFD, regarding budget, human resources and labour relations issues related to the new governance authority.

Under the Labour Code, successorship provisions make it virtually impossible to not accept any staff from the Ministry Community Living program area in the new provincial authority. In addition, there are many skilled and talented people employed by the Ministry that will be an asset to the new provincial authority. The following motion resulted:

Motion #5

The Transition Steering Committee recognizes there is a great deal of uncertainty for MCFD staff in Community Living. We are working as quickly as possible to provide information on the future.

We recognize there are people with talent and skills working for the Ministry in Community Living. We will be creating a new structure with new roles for staff in the governance authority. We will be creating a new culture with a significant shift in our paradigm. Over the next few months we will be defining the new governance authority staff roles. There will be opportunities for existing MCFD staff to assume the new roles. The roles will be developed consistent with the CLTSC Human Resource and Finance Work Group statement of principles:

We will search out and access every possible financial, physical, and human asset.
Regardless of what we determine, our role is to evaluate and recommend to the CLTSC.
We will make recommendations to other Work Groups and the CLTSC as necessary to remove infrastructure barriers to efficiency as identified.
Individuals and families are sacred.
We will endeavour not to allow cuts to impact individuals and families.
Human Resource decisions about people will be made with as much respect and dignity as possible. Our behaviour will be of the highest ethical standard.
We will seek maximum value for money.
We are committed to continuous quality improvement.
Motioned, seconded, carried. Unanimous.

Further to Motions #10 and 11 passed at the last meeting, the CLTSC is implementing a savings plan in partnership with MCFD for this fiscal year. The main purpose of the plan is to assist people on waitlists within existing funding in communities, rather than through additional funding. This will allow the CLTSC to move toward the goal of reducing expenditures in preparation for the reductions next fiscal year, while at the same time protecting the services individuals and families rely upon.

The participation of community service providers is based on a commitment from the Ministers of MCFD, Finance and Treasury Board to carry forward any surplus generated into the next fiscal year for the benefit of the new governance authority.

If service providers work with individuals and families and MCFD to stretch existing dollars to assist people on waitlists, credit will be given for savings made this year against the reductions expected next year. A method will be developed to consistently track savings province-wide. Although all regions and service providers are expected to participate, capacity to create savings will vary.

The following motion was tabled:

Motion #6
The CLTSC approved the forming of a joint committee of ministry staff and service providers to begin implementation of the savings plan mentioned above.
Motioned, seconded, carried. Unanimous.

Child and Family Work Group

The Child and Family Work Group has broken their workplan into the following 5 areas:
Children's services within Community Living governance structure;
Children's services within Child and Family Development governance structure;
Children's services that fall within both structures;
Services for children in care; and
General governance issues related to children and youth with special needs.

Work Group members have been assigned to each area. The Child and Family Work Group is working closely with the Human Resources and Finance and Individualized Funding Work Groups on shared issues.

Motion #7
That the CLTSC receive all verbal Work Group reports into the record.
Motioned, seconded, carried.

Status of External Resources and Process for Funding
MCFD is continuing with the development of a back-up plan to meet next year's budget targets. This plan is based on the Ministry Service Plan and will be used only should the CLTSC not be successful in their mandate.

It was noted that the minutes of the previous meeting reflected an inconsistency around the hiring of consultants within Work Groups. The following motion resulted:

Motion #8
Work Groups have the authority to proceed at the Work Group level to hire consultants within the parameters and rates identified in the letter of transmission from MCFD to the BCACL. In the event of a discrepancy with the rates, David Discoll, Stan Remple and Laney Bryenton will serve as the Rate Review Committee. Elaine Murray and Frank van Zandwijk will add an audit function to this process. The new motion will supersede Motion #3 of the May 29th meeting.
Motioned, seconded, carried. Unanimous.

Stan Remple provided a draft budget for CLTSC expenditures. The overall budget for Work Group expenditures is expected to be approximately $370,000.

Motion #9
Stan will bring a more detailed breakdown of costs to the next meeting for the approval of the CLTSC. In the meantime, this will not impede the hiring of consultants by Work Groups.
Motioned, seconded, carried. Unanimous.

Other
The issue of confidentiality expectations for Work Group members who are not CLTSC members was discussed. The following motion resulted:

Motion #10

That Work Groups be asked to sign a letter consenting to a confidentiality agreement, to be invoked if needed. Work Group Chairs should also verbally alert their members when a confidential issue is being discussed.
Motioned, seconded, carried. Unanimous

Frank van Zandwijk reported that the Financial Services Branch of the Ministry has determined there are no adverse income tax implications for Family Model Home service providers or recipients of individualized funding as a result of moving to a new governance authority. The Individualized Funding Work Group would like to clarify this finding.

Action: The Individualized Funding Work Group will explore this issue further and report back.

Petra Young will provide a draft summary of the meeting to David Driscoll, Elaine Murray, Linda Derkach and Stan Remple on June 17th for their approval.

David Driscoll thanked the CLTSC members for their patience, commitment and problem-solving ability, and extended his appreciation for all their hard work. He recognized that the CLTSC has an opportunity to develop a governance system that could set the stage for community living world-wide, and expressed his conviction that the CLTSC, by working in mutual collaboration, will improve the lives of individuals with developmental delays in British Columbia.

Elaine Murray commended David Driscoll for his skill and ability as a Co-Chair

The meeting was adjourned at 4:00 p.m.

Steering Committee Minutes
June 26 and 27, 2002

Ministry of Children and Family Development
Community Living Transition Steering Committee
June 26th and 27th, 2002
The Plaza 500 Hotel, Vancouver BC

Minutes

Attendees:

Cathy Anthony
Laney Bryenton
Peter Cambridge
Linda Derkach
Jo Dickey
David Driscoll (Co-Chair)
John Kehler
Cathy Grant
Muriel Hansen
Alanna Hendren
Deanna Kratzenberg

Graham McMynn
Garry Molitwenik
Jeff Moulins
Elaine Murray (Co-Chair)
Terry Robertson
M. Lynn Rolko
Bryce Schaufelberger
Roberta Scott
Tim Stainton
Ellen Tarshis
Susan Whittaker
Doug Woollard

Regrets: Jane Donegani-Short; Al Etmanski; Robin Syme

Project Support Staff
Frank van Zandwijk (Project Management)
Petra Young (Communications)
Roberta Laughlin (Recorder)
Stan Remple (Community Project Director)

June 26, 2002

Review of Agenda.
The agenda was adopted with one addition.

Review of Previous Minutes

Motion #1
That the minutes of the June 11th and 12th meeting be adopted with the following revision to item #4:
'That the minutes of the May 29th and 30th meeting be adopted with the following addition under Other Business: Janice Aull, Executive Director of Strategic Management, MCFD, is invited to address the Governance Planning and Accountability Work Groups at the next CLTSC meeting.'
Motioned, seconded and carried. Unanimous.

Correspondence
The Correspondence binder was circulated.

Appointments Update
Paperwork formally appointing Susan Whittaker to the CLTSC has been completed.

In order to ensure the Aboriginal community has a voice in decisions around the future of community living services, a representative from the Aboriginal community will be appointed by the Minister to the CLTSC. Lynn Stevenson, Acting Provincial Executive Director for Community Living, MCFD, will resign as a voting member of the CLTSC in order to free up a seat for the Aboriginal representative. Lynn will continue to participate as a non-voting member.

Updates on Resolutions and Actions

Governance
David Driscoll and Elaine Murray provided an update on the Minister's response to two motions passed at previous meetings:

Motion #10, June 13th
David and Elaine advised that the Minister has confirmed he is unable to delay the deadline for the drafting of community living enabling legislation to coincide with the CLTSC September 30th report-out date. He also confirmed that he is unable to separate the community living legislation from the omnibus legislation that has been drafted. The CLTSC will still have the opportunity to provide significant input into the drafting of regulations for the Bill. The Ministry hopes regulations will be drafted in Spring 2003 and be passed during the Legislative Session in Spring or Fall, 2004.

The following motion resulted:

Motion #2
The Accountability and the Governance Planning Work Groups will explore the impact of this decision on the mandate of the CLTSC and bring a recommendation on further action or response back to the CLTSC on June 27th.
Motioned, seconded and carried. Unanimous.

Joint Committee - Savings Plan
Motion #3, May 29th

Elaine advised that the Minister has committed to carrying forward any cost savings if a new provincial authority is in place before April 1, 2003. However, if the new provincial authority has not been created, any savings will be lost. It was noted that Treasury Board approval for this commitment must still be obtained.

The possibility of moving any savings to an intermediate authority if the provincial authority was not in place was explored with the Minister. Unfortunately, it seems this would be outside the legal options available to the Ministry.

A joint committee has been struck with Ministry staff and service providers to consider options for cost savings for this fiscal year. The Human Resources and Finance Work Group and the Ministry will meet next week to discuss implementation plans.

Work Group Plans - GANTT Charts
GANTT charts need further input from the Work Group Chairs before they can be shared. Stan will work with the Chairs to obtain the necessary information.

Letter re: Confidentiality
A confidentiality letter has been drafted for the signature of Work Group participants who are not members of the CLTSC.

Consultants
The hiring of consultants by Work Groups is on track. Contracts are currently under development. It was noted that the Ministry is exempt from paying the federal Goods and Services Tax. Consultants retained by the CLTSC through BCACL are not exempt.

Communications
The package of general information on CLTSC activities planned for dissemination to the public is still under development and requires further review by the Communications Advisory Group. It will not be reviewed by the CLTSC at today's meeting.

Report from Stan Remple
Stan has developed a draft budget for CLTSC support expenditures to September 30, 2002. The budget of approximately $420,000 includes support costs for Work Groups and CLTSC administration.

Due to other commitments, Stan will be unavailable to the CLTSC for most of July. Discussion ensued about the hiring of an individual to backfill for Stan in his absence. Doug Walls is available and would have the necessary context to fill the role. Concerns were expressed that Doug may not be the appropriate choice given his role in the development of the CLTSC. It was also noted that he is already a consultant on several Work Groups and may not have sufficient free time.

Motion #3
That Doug Walls be hired to backfill for Stan in his absence during the month of July. Should Doug be unavailable due to Work Group commitments, Richard Bridge may provide some assistance.
Motioned, seconded, carried. Two dissents.

Motion #4
The next CLTSC meeting will be structured as follows:

Committee or Group	Date	Time
Work Groups	July 11th	To be determined by each Work Group

		Chair
Strategic Planning Group	July 12th	8:30 a.m. - 10:00 a.m.
CLTSC	July 12th	10:00 a.m. - 5:00 p.m.

ACTION: Frank van Zandwijk will make a list of CLTSC members' vacation plans and circulate it to the CLTSC.

Proposed Individualized Funding and Independent Planning Model Presentation
Tim Stainton provided an overview of the draft framework that has been developed for Individualized Funding. This framework will form part of the recommendations the CLTSC will make to the Minister.

June 27, 2002

It was agreed that work plans and "road maps" developed by each Work Group may be shared with all Work Group members, including those who are not CLTSC members.

The Accountability and Human Resources and Finance Work Groups provided their recommendation to the CLTSC regarding the response to the Minister on the issue of legislative timelines and the mandate of the CLTSC.

A letter to the Minister has been drafted, asking that the Minister work with the CLTSC to resolve this issue, and that the Minister recognize the CLTSC's requirement for specific, defining legislation creating a Provincial Community Living Authority.

Motion #5
That the letter be adopted in principle, with edits to be made by David Driscoll as deemed appropriate, and forwarded to the Minister.
Motioned, seconded, carried. One dissent.

Work Group Summaries

Accountability and Information Transfer Work Group
The Accountability and Information Transfer Work Group and their consultants are drafting policies and procedures around accountability. They are exploring the relationship between the funder (government) and the provincial authority. Audit requirements are being reviewed. Once the new authority is up and running, the Office of the Comptroller General may be able to provide some assistance in auditing budget material before it is provided to government.

ACTION: The Work Group requested an opportunity to meet with the MCFD Steering Committee on Corporate Accountability prior to the next meeting of the CLTSC.

Child and Family Development Work Group
The Child and Family Development Work Group received a presentation from Randi Mjolsness, Acting Director, Children and Youth with Special Needs Branch,

MCFD, on June 26th. The presentation assisted Work Group members in understanding the current MCFD children's services and framework models.

The first meeting (conference call) of the Joint Policy Directorate for Children with Special Needs took place on June 11th. The first face-to-face meeting is scheduled for September 30, 2002. Discussions centered on ensuring the seamless delivery of services for children who will be served by two structures. They are also looking at services for Children in Care.

The Child and Family Development Work Group met with the Human Resources and Finance Work Group on June 27th to discuss budget and service considerations with respect to children and youth. They are also working with the Communications Advisory Group to prepare some public information on children's services.

Governance Planning Work Group
The Governance Planning Work Group is in the process of identifying the best governance model for the new provincial authority. They are also building liaisons with other Work Groups and considering how functions and responsibilities in the current system may fit into the new system at the regional level.

The Work Group made recommendations to the CLTSC on the need to create some interim infrastructure to bridge between the work of the CLTSC and the new provincial authority. The following motion resulted:

Motion #6
That the Governance Planning Work Group proceed in drafting a job description for an Interim Chief Executive Officer for the Community Living Provincial Authority and post the position. The structure and reporting relationship will be determined at the next meeting.
Motioned, seconded, carried. Unanimous.

Communications Advisory Group
The Communications Advisory Group advised that Carol Carman, Executive Director of Communications, MCFD, was unable to join the Work Group as planned on June 26th. Carol will be asked to attend the July 11th meeting instead.

Given changes to government's communications structure, MCFD is unable to work with the CLTSC to redesign the Community Living Change Web site until at least 2 weeks from now. The following motion was tabled.

Motion #7
Given the importance of providing timely and current information on CLTSC activities, the Communications Advisory Group seeks approval to proceed with the development of a new CLTSC Web site that is separate and distinct from the MCFD Change Site for Community Living, and that a budget of $3,000 be approved for this project, to include the hosting of the site and the services of a Web site professional to develop and administer the site.

The Communications Advisory Group also requests the CLTSC instruct the Ministry of Children and Family Development to post a link to this new site at the top of the MCFD Change Site for Community Living.
Motioned, seconded, carried.

Petra Young provided an update on the status of the 1-800 line development. MCFD recently set-up a 'Client Call Centre' for Ministry clients. The purpose of the Centre is to provide a central handling location for all Ministry inquiries and complaints, and to ensure consistent messaging and process is followed with respect to inquiries.

The MCFD Client Call Centre has offered to provide the CLTSC with assistance in handling inquiries from the public. CLTSC clients would use the same process as MCFD clients, accessing the service through Enquiry BC 1-800 line and requesting transfer to (250) 387-7027. The Call Centre may also be contacted via email and fax.

The CLTSC would provide the Call Centre with general information that can be relayed to callers. Questions beyond the scope of the Call Centre staff would be referred to the CLTSC for response. The service can begin as soon as background material is provided to the Call Centre. There is no cost to the CLTSC for this service.

Motion #8
That the Communications Advisory Group proceed with working with MCFD to utilize the Ministry Client Call Centre as an access point for CLTSC enquiries.
Motioned, seconded, carried.

The Work Group requested that any CLTSC members involved in presentations or speaking engagements related to CLTSC work inform the Communications Advisory Group of the details of the event and return any feedback forms to the Communications Work Group.

The Children and Family Development and Individualized Funding Work Groups are working with the Communications Advisory Group to develop some Questions and Answers that will be part of the information package provided to stakeholders.

Terry Robertson provided some information about video conferencing. Video conferencing provides the CLTSC with another tool to reach stakeholders and provide information on the activities of the CLTSC.

A video conference would have the following format/features:
A video conference can be organized with a maximum of 12 sites at any given time.
The recommended time for CLTSC video conferences would be in the evening.
A home site would be situated in the Lower Mainland.
A live audience would be invited to attend.
David Driscoll and other members of the CLTSC would be asked to participate.
The video-conference would consist of a 20-minute presentation, with 40 minutes of interactive Qs and As.

The other locations would be chosen strategically to ensure remote communities are included.
Audience members would consist of families, self-advocates, service providers and MCFD regional staff.
The cost to mount one video-conference is $6,300.

The following time commitment would be required from CLTSC members to successfully undertake setting up a video-conference:
Participation of some CLTSC staff in the actual video-conference (date to be determined).
CLTSC assistance to identify and invite community members to the video-conference in all locations.

The following motion resulted:

Motion #9
That the Communications Advisory Group proceed with setting up one video conference. Based on the success of the first conference, others may be considered.
Motioned, seconded, carried. Unanimous.

Human Resources and Finance Work Group
Brian Green, Director, Workforce Adjustment and Strategic Realignment Section, MCFD, is assisting the Human Resources and Finance Work Group with information and advice on collective agreements and the transfer of staff and resources. The Work Group is exploring options in regards to upcoming collective agreement negotiations. Many of the collective agreements will expire March 31, 2003. The Work Group will also be exploring options regarding feedback from the affected unions.

The Ministry budget for services for children with special needs does not appear to have been impacted as severely by cuts as the budget for adults with developmental disabilities. This is encouraging news with respect to the transfer of those funds from the ministry to the provincial authority. However, the budget for Children in Care has been cut by 30%, which includes services for Children in Care with special needs.

A joint committee has been struck with Ministry staff and service providers to consider options for cost savings for this fiscal year. The Human Resources and Finance Work Group and the Ministry will meet next week to discuss plans for implementing savings.

Individualized Funding Work Group
The Individualized Funding Work Group is continuing planning around service delivery and integration. Income tax implications around individualized funding are still under review.

Dates for Future Meetings
Dates for future meetings will remain as previously selected at this time. The next meeting will follow the format agreed on June 26th.

The Work Group Chairs met during the lunch hour on June 27th to discuss areas of overlap and the need to work closely together. July and August are key times to refine issues and build linkages between areas.

The Strategic Planning Group will begin working on a template for reporting out to the Minister. Work Group Chairs will provide input on how their individual recommendations should be integrated into the large context of the report.

There being no further business, the meeting was adjourned.

Steering Committee Minutes
July 12, 2002

Ministry of Children and Family Development
Community Living Transition Steering Committee
July 12th, 2002
Plaza 500 Hotel, Vancouver BC

MINUTES

Attendees:

Cathy Anthony	Graham McMynn
Linda Derkach	Garry Molitwenik
Jane Donegani-Short	Jeff Moulins
Jo Dickey	Elaine Murray (Co-Chair)
David Driscoll (Co-Chair)	Terry Robertson
Cathy Grant	M. Lynn Rolko
Alanna Hendren	Roberta Scott
John Kehler	Tim Stainton (a.m.)
Deanna Kratzenberg	Lynn Stevenson
Al Etmanski	Ellen Tarshis
	Susan Whittaker

Regrets: Laney Bryenton, Peter Cambridge, Muriel Hansen, Bryce Schaufelberger, Robin Syme, Doug Woollard

Project Support Staff
Frank van Zandwijk (Project Management)
Petra Young (Communications)
Roberta Laughlin (Recorder)
Doug Walls (Community Project Director)
Richard Bridge

Review of Agenda

The Agenda was adopted.

Review of Previous Minutes

Motion #1

That the minutes of June 26th and 27th meeting be adopted with one change: That Motion #2 be amended to reflect the involvement of the Governance Planning Work Group and not the Human Resources and Finance Work Group.
Motioned, seconded, carried. Unanimous.

It was noted that the budget presented by Stan Remple for the CLTSC was not passed at the last meeting. The following motion resulted:

Motion #2

That the budget of approximately $420,000 for CLTSC expenditures to September 30, 2002, as presented on June 26th, be approved.
Motioned, seconded, carried. Unanimous.

Correspondence
The Correspondence binder was circulated.

Report from Strategic Planning Group
David Driscoll introduced and welcomed Richard Bridge, a lawyer with extensive experience in government and the community living sectors. Richard will be assisting the CLTSC as a consultant in a variety of areas.

David provided an update on the Minister's response to the letter that was sent to him by the CLTSC after the June 27th CLTSC meeting. The letter requested that the Minister address the concerns of the CLTSC around the issue of legislative timelines for the drafting of enabling legislation for community living.

David was very pleased to report that the Minister has taken action to resolve the problem and has signed off on two community living-specific Requests for Legislation. The first request, submitted July 3, 2002, will create a transition authority for community living. It will be superseded in May 2003 by a second Request for Legislation that will establish a permanent community living authority within a year.

David recognized the Minister for his continuing commitment to the community living sector and for his voice on behalf of the CLTSC at Cabinet. He noted that the solution the Minister has provided is even better than what was requested by the CLTSC. He also thanked Doug Walls for his excellent work in putting the Request for Legislation together in a very short time frame and Elaine Murray for liaising with other Ministries to expedite the process. Concerns were expressed that in the event of a Cabinet shuffle, the process committed to by the Minister may be jeopardized.

The Strategic Planning Group noted the importance of maintaining contact and connection with the communities that they serve. The Communications Advisory Group plays an important role in sharing information with stakeholders and bringing feedback to the CLTSC. It is vital to confirm community support for the CLTSC recommendations before the report is brought forward. The CLTSC will share their draft recommendations with the broader community prior to presenting them to the Minister and will re-engage with communities both at a regional level and with various constituent groups.

Actions and Resolutions - Summary
A document prepared by Frank van Zandwijk that lists the motions and actions of all previous meetings, and tracks any follow-up required, was circulated.

Motion #3
That the Actions and Resolutions document prepared by Frank be accepted by the CLTSC.
Motioned, seconded, carried. Unanimous.

Work Group Reports

The Work Groups provided brief updates of their activities:

Individualized Funding

The Individualized Funding Work Group continues to develop infrastructure for IF programs. They have been reviewing the core children's programs delivered by the Ministry and are determining where they might fit in the new structure. It appears that there is good scope for consolidating programs to create a 'one stop shopping' model. They are also exploring how to individualize the current block funding while safeguarding the integrity of current systems people rely upon.

It is expected that Children's Services will be the first IF programs to be offered in the new authority. Block funded programs for adults will take the longest to transition to IF. The IF process will likely be phased in over the course of a year.

The taxable income implications of individualized funding have not been completely resolved. The Work Group is hoping a national ruling from Revenue Canada with respect to this issue will be forthcoming shortly.

ACTION: David MacPherson to provide Tim Stainton with a copy of the CCRA letter which provides a legal opinion on this issue.

The Work Group will begin a review of adult services shortly. In addition, they are exploring licensing requirements. Government is also pursuing this issue and hope to report back at the next meeting on their findings.
The future of Willow Clinic was discussed. The following motion resulted:

Motion #4

Elaine Murray will clarify government's position on Willow Clinic and who has jurisdiction over it and report back to the CLTSC.

Children and Families

The Children and Families Work Group has been updating their work plan to better reflect their principles and values. Sue Hill, a consultant has provided much assistance. Their principles fall under the following seven headings:

Family Choice
Relationships Based on Trust
Life-long Support
Accountability
Self Determination
Community Inclusion
Responsiveness

Recommendations in this area are beginning to evolve. The Work Group will be considering the wealth of advice and input that has been provided by individuals, parents and caregivers over the years. There is a need to ensure existing knowledge is utilized.

It is clear the Work Group needs to maintain close contact with all other Groups to ensure services for Children and Youth are kept in mind as recommendations develop. The Work Group asked the CLTSC to provide feedback in the following two areas:

1. What is the position of the CLTSC with respect to means and income testing?

2. The CLTSC requested definitions and details about the scope of means and income testing.

ACTION: The Work Group and the Ministry will bring further information back to the next CLTSC meeting on means and income testing. The CLTSC will determine its position on this issue at that time.

What is the CLTSC position with respect to the new government policy on payment to family caregivers?

The CLTSC agreed the new policy should be considered as interim and may be altered when the new Provincial Authority is in place. However, Work Groups should not feel limited by the terms of this policy when developing their recommendations.

A conference call between Doug Woollard and David Young, Assistant Deputy Minister, Child and Family Development, MCFD, took place in early July on the Joint Policy Directorate for Children and Youth with Special Needs.

A need to explore existing cost sharing arrangements MCFD may have with other child-serving ministries was identified.

ACTION: David MacPherson will compile an inventory and provide it to the Children and Families and Human Resources and Finance Work Groups.

The Work Group has begun looking at the transition from children's to adults' services. It was noted that many children will not meet eligibility requirements for adult community living services, and that transitions for these children must also be considered.

Accountability and Information Transfer

Jane Donegani Short recognized the terrific group she has working with her. The Accountability and Information Transfer Work Group is developing policy and principles for accountability that will encompass the new Provincial Authority and government. These principles are based on a premise of trust and respect in all relationships. The Work Group will email their updated Guiding Principles document to other CLTSC members.

The Work Group is committed to ensuring the safety and security of individuals regardless of which model of service provision is chosen. They are also developing accountability mechanisms for within the new authority itself, ensuring quality control and assurance is maintained.

The Work Group met with George Morfitt and the Governance Planning Work Group about governance models. The report of the MCFD Steering Committee on Corporate Accountability will soon be finalized. The Work Group will review the report and meet with Ministry staff to discuss findings.

Human Resources and Finance

The Human Resources and Finance Work Group met last week with Ministry staff to discuss implementation of the joint cost savings initiative between the CLTSC, the Ministry and service providers.

A draft methodology for tracking savings effective April 1, 2002, has been developed. Service providers that reduce their funding from existing contract levels will be credited for the actual net dollars saved. These savings will be measured by what can be annualized effective April 1, 2003.

Provincial savings targets have been identified:
$25 million in spending in regional services.
$20 million in centrally held budget lines.

The average regional savings targets will be 6%. Regions may make a case for not achieving 6% in some areas by demonstrating their per person costs are substantially lower than the provincial averages, e.g. comparing group homes to group homes in other regions etc.

The process will be to led by the Ministry and service providers. Conflict resolution and human resources/labour relations issues are being considered. The process will be approved next week at the next Work Group meeting.

Communications Advisory Group

Carol Carman, Director of Communications, MCFD and Robert McConnell, Manager, Communications, MCFD, met with the Communications Advisory Group on July 11th to discuss opportunities for collaboration. They also provided information and advice on communications strategies for the web.

The new CLTSC website is up and running. The site can be accessed at www.cltsc.bc.ca.

A communications plan for the CLTSC developed by the Communications Advisory Group was shared.

Three documents developed by the Communications Advisory Group to provide basic information to stakeholders about the community living transition process were shared. This information will be distributed by email, through service agencies and MCFD offices, and via targeted mail-outs and at presentations. The following motion resulted.

Motion #5
That the three bulletins developed by the Communications Advisory Group be approved for release to the public.
Motioned, seconded, carried. Unanimous.

Terry Robertson provided an update on video conferencing and shared a handout that outlines the planning process. Several conferences are proposed over August and September. The Co-Chairs of the CLTSC and Work Group Chairs will be expected to participate in some of the conferences. It is hoped that the Minister will join David Driscoll to launch the first conference in the series. Costs for the conferences will come out of the Communications Advisory Group budget. No additional funds are required.

Motion #6
The CLTSC approved proceeding with several video conferences over the next two months.
Motioned, seconded, carried. Unanimous.

Governance Planning
The Governance Planning Work Group met with the Vancouver Foundation on July 11th to solicit advice and input on a new governance model and board structure.

Discussion ensued around the appointment of an Interim CEO for the Community Living Authority and the need for some interim structure between September 30, 2002, and the commencement of the new Authority on April 1, 2003.

It is anticipated that an Interim Board of Directors will be established at that time. CLTSC members indicated they are concerned with continuity, and expect that some, if not all, of the CLTSC members would become Interim Directors of the Board.

ACTION: The Governance Planning Work Group will bring their recommendations on Board structure, size and make-up to the next CLTSC meeting.

ACTION: Gary Molitwenik to take back to the Human Resources and Finance Work Group the issue of determining the appropriate timing of the transfer of resources and assets to the new Authority.

The following motions were tabled:

Motion #7
The CLTSC approves proceeding with recruiting an Interim Chief Executive Officer for the new Community Living Provincial Authority. The CEO will report to the Community Co-Chair of the CLTSC until September 30, 2002.
Motioned, seconded, carried. Unanimous.

Motion #8

The selection of the CEO will be the responsibility of the Strategic Planning Group, with the appointment to be approved by the CLTSC.
Motioned, seconded, carried. Unanimous.

Motion #9
The CLTSC recommends to the Minister that the CEO appointment be continued after the establishment of the new community living authority.
Motioned, seconded, carried. Unanimous.

End of Work Group reports. The following motion was passed.

Motion #10
That the CLTSC accept the reports of the Work Groups.
Motioned, seconded, carried. Unanimous.

Gantt Charts
Frank van Zandwijk handed out a report that summarizes the Work Group activities and tasks to September 30, 2002.

Motion #11
That the summary report on Work Group activity be accepted by the CLTSC.
Motioned, seconded, carried. Unanimous.

New Business
Carol Goozh, Community Living Manager for the Vancouver Coastal Region, MCFD, has sent a letter to the CLTSC offering to make a presentation to the CLTSC on the Home Equity option. It was agreed that the Co-Chairs would write back indicating they have referred the letter to the Human Resources and Finance and Individualized Funding Work Groups for their consideration.

Future Meeting Schedule

The next CLTSC meeting will be July 25th. July 24th will be set aside for Work Group activity.

There are no changes to the meeting dates for August.

There being no further business, the meeting was adjourned.

Steering Committee Minutes
July 25, 2002

Ministry of Children and Family Development
Community Living Transition Steering Committee
July 25, 2002
Plaza 500 Hotel, Vancouver, B. C.

MINUTES

Attendees:

Cathy Anthony
Laney Bryenton
Linda Derkach
Jane Donegani-Short
Jo Dickey

David Driscoll (Co-Chair)
John Kehler
Cathy Grant (support – Sandy Addison)
Alanna Hendren
David MacPherson
Graham McMynn
Garry Molitwenik
Jeff Moulins (support - John Spark)
Elaine Murray (Co-Chair)
Terry Robertson
M. Lynn Rolko
Bryce Schaufelberger (support – Greg Schiller)
Roberta Scott
Lynn Stevenson
Tim Stainton
Ellen Tarshis
Susan Whittaker
Doug Woollard

Regrets: Peter Cambridge, Robin Syme, Muriel Hansen, Deanna Kratzenberg, Al Etmanski

Project Support Staff
Frank van Zandwijk (Project Management)
Madi Mayfield (substitute for Petra Young)
Roberta Laughlin (recorder)
Doug Walls (Community Project Director)
Richard Bridge (Consultant to TSC)

Review of Agenda

The Agenda was adopted, recognizing the need to accommodate minor changes in the order of presentation to meet individual scheduling needs.

Review of Previous Minutes

Motion #1

That the minutes of July 12, 2002 meeting be adopted with two changes:
Motion #2 be amended so that the budget expenditure amount for the CLTSC be corrected to read $420,000.
Minor wording changes, for clarification, in the Accountability Work Group report, pages 3 and 4. Sections will now read:

Jane Donegani Short recognized the terrific group she has working with her. The Accountability and Information Transfer Work Group is developing policy and principles for accountability that will *encompass the new Provincial Authority and government. These principles are based on a premise of trust and respect in all relationships. The Work Group will email their updated Guiding Principles document to other CLTSC members.*

The Work Group is committed to ensuring the safety and security of individuals regardless of which model of service provision is chosen.

(sentence deleted) They are also developing accountability mechanisms for within the new authority itself, ensuring quality control and assurance is maintained.

Motioned, seconded, carried. Unanimous.

Correspondence
The Correspondence binder was circulated.

Business Arising
Request for follow-up on CLTSC Motion #4, July 12: Elaine Murray will clarify government's position on Willow Clinic and who has jurisdiction over it and report back to the CLTSC. Item placed on agenda.

David Driscoll noted that the Woodlands School Report, "THE NEED TO KNOW", prepared by Dulcie MaCallum (the "Woodlands Report") would be released to the public the next day (Friday, July 26). He had been asked by the Minister to comment, as co-chair of the CLTSC, on the report but declined. David wants to leave it to the parents to carefully consider a response. David informed the CLTSC that the Minister had asked him to be sure to tell the CLTSC that the government views the Woodlands Report as a document that reinforces that never again would institutions be used in place of community-based services for people with developmental disabilities.

David advised the CLTSC that Deputy Minister Chris Haynes was prepared to attend the CLTSC on the afternoon of July 25 to share with the Committee an overview of the government's response to the Woodlands Report. David clarified that the decision to invite Chris Haynes rests with the CLTSC. Accordingly, he put this issue forward to the CLTSC for discussion and decision.

The TSC deliberated upon the value of having, or not having, the Deputy Minister attend in the afternoon prior to the next day's release of the Woodland's Report. There was a general consensus by all present that family interests were of primary importance and that no actions should be undertaken without this consideration being foremost.

After full discussion, the CLTSC determined that they would ask Chris Haynes to speak, not to any report content, but the provide the CLTSC with an opportunity to hear an overview of the government's response to the Woodlands Report. This would serve to begin the process of finding the best ways for the CLTSC to continue to represent their constituents in a respectful and proactive manner. As well, the CLTSC can provide opportunities for families and individuals to indicate the responses to the Woodlands Report they are seeking.

Motion #2

That the CLTSC needs an opportunity to review the report prior to any specific discussion on the content of the report;
That Chris Haynes, Deputy Minister of MCFD, be asked to attend the next meeting of the CLTSC to hear questions;
That the CLTSC will invite Chris Haynes to attend on the afternoon of July 25 to present the principles and context of this report, enabling the CLTSC to better understand the content of the report when reading it.
That Chris Haynes be asked not to speak to the content of the report, thus addressing the CLTSC's primary concern: that families' interests are being respected, first and foremost.
Motioned, seconded, carried. Unanimous.

Action: Elaine Murray agreed to a request by the CLTSC that hardcopies of the Woodlands Report be made available through MCFD offices.

Strategic Planning Group Report

David gave a report from the Strategic Planning Group. He noted that to-date, no representative from the Aboriginal community had been appointed to the CLTSC and no representative from the Autism community has been identified for the Child and Family Work Group. Names have now been put forward for the Aboriginal member on the CLTSC. CLTSC members asked that the Aboriginal member, when appointed, be informed about the CLTSC work to-date by David and Elaine, to ensure that he is supported and prepared to take on a valued role.

The Communications Advisory Group was asked to develop an overview of CLTSC activities to include in their written communications materials. This overview will provide information on the many activities and responsibilities that the CLTSC has undertaken as part of thinking, planning, and developing of draft recommendations for the creation of a community living services provincial authority. This overview is intended to place the current status of the work of the CLTSC in context for the community readers. The task is to communicate in a way that maintains, further develops and ensures community receptivity to this process.

Regional videoconferences and community meetings are planned for the fall. It was agreed that October, Community Living Month, be used as a time to build more understanding and support in local communities about the new directions in Community Living.

The Strategic Planning Group supports the suggestion by the Communications Advisory Group to develop a plain language vision statement.

A Technical Advisory and Drafting Committee, led by Richard Bridge and supported by Doug Walls and/or Stan Remple, will begin drafting the final report by mid-August. This will allow the CLTSC to work with a draft document in September.

An interim CEO will be appointed as soon as possible and will continue in this position until a permanent CEO is selected. This will require MCFD consent, which will be sought in the near future.

MCFD is supporting the process to have draft legislation for the new authority ready for tabling in the spring of 2003.

Motion #3
That the Report of the Strategic Planning Group be accepted.
Motioned, seconded, carried. Unanimous.

Work Groups Reporting

Governance Work Group

The Governance Work Group received a report prepared by a graduate student assisting the CLTSC on the change processes applied in moving to community governance. The report identified key items: control, influence, and responsibility, which were applied to a number of areas that must be considered by a new governance authority. These include treasury board access; interactions and relationships with federal government, other ministries and authorities or agencies; policies and standards; resource allocation; management operations; and exemptions from legislation.

The board of directors for the new provincial authority will likely consist of 11-13 members. At least 51% of members will be composed of families and self-advocates; with at least 2 members to be self-advocates and at least 1 member must be parent of a child with special needs. Regional representation and community level involvement is also being discussed. The Work Group is not ready yet to make any recommendations as to what the Provincial Authority will look like in the regions.

The Governance Work Group has met with the Individualized Funding Work Group and more meetings are planned. The Governance Work Group and the Accountability Work Group are setting up an expert panel, further assisting their work. The Governance Work Group has contracted with the Centre for Governance, University of Ottawa. The Group intends to vet their final recommendation through them. The Group will also be meeting with the CEO of Vancouver International Airport to discuss the risks and benefits of moving out of government. The Group will be presenting their model to the CLTSC at the next meeting.

Motion #4:
The Governance Work Group recommends:
that the CLTSC community members (non-government) become the board of the transition authority;
that the interim CEO continue as the CEO of the Community Living Service Transition Authority (CLSTA)(once it is created),
that the board of directors for the CLSTA establish a Corporate Management Advisory Committee or Panel to support the CEO,

that the board of directors for the CLSTA establish corporate and operational policies for the new governance authority, and
that the board of directors for the CLSTA negotiate with and oversee the transition of all pertinent resources from MCFD to the CLSTA and finally to the new governance authority.
Motioned, seconded, carried. Unanimous.

Human Resources and Finance Work Group
The Human Resources and Finance Work Group reported that, due to limited information about identified requirements by other work groups and MCFD financial data, their ability to report out is delayed.

Woodlands and the Willow Clinic were briefly discussed with regard to potential assets for transfer to the new authority. BC Building Corporation (BCBC) owns the Woodlands site, on which Willow Clinic is located. MCFD is paying rent for Willow Clinic to BCBC. BCBC plans to develop the Woodlands site. The Group is currently assessing options and next steps in regard to the Woodlands site and Willow Clinic.

The Group is also assessing the impact of the Human Resources Facilities Act on housing assets. The Group reported that the equity in the housing assets held by the BC Housing Management Corporation are relatively small.

In order to assess potential labour relations issues, the Group needs information about the positions and functions required in the new authority. According to current legislation, the new authority will be a member of the Community Social Services Employers Association (CSSEA). More research is required in order to get a better understanding of the government employees' pension plan and how this will impact on the new authority. Issues around bargaining units, successorship provisions, etc. are also being reviewed.

The CLTSC asked that a previous resolution of the CLTSC regarding a MCFD staff be again shared with all staff in MCFD.

The Group has also identified a need to assess what services the new authority will purchase from government and what from the private sector.

Motion#5
With regard to information systems network costs the Human Resources and Finance Work Group recommends working with the Governance, Accountability and Individualized Funding (IF) work groups to:
develop the required information to be collected from IF families and agencies to be shared with the governance authority;
determine the information required by government of the authority and what data the new
authority needs to collect for its administrative purposes;
once the information requirements are clear, the three working groups create a task

group to determine whether the secure network through government should be expanded this year to Community Living agencies for the purposes of information sharing and data collection;
this decision (whether to expand the secure network) should be made as soon as possible to ensure that the funding available and offered by MCFD to the new authority is effectively utilized.
Motioned, seconded, carried. Unanimous.

The CLTSC discussed the proposed Cost Saving Plan and reviewed the Resolutions passed on May 29th and 30th, 2002:
Resolution 10, regarding the carry over of savings, asking the minister to approve that savings gained through efficiencies be carried over to the next budget year; and
Resolution 11, regarding the realization of savings, requiring that MCFD regional staff and service providers work together with families to realize the savings in resolution #1.

The Cost Saving Plan, as drafted, anticipates both system efficiencies resulting from the new governance structure and service delivery efficiencies resulting from service providers actually reducing service cost or providing an increase in service for the same funds. To create and realize these efficiencies, the Plan sets out:
(i) a method for tracking savings across the province and in relation to each service contract;
(ii) provincial savings targets for regional services and central services;
(iii) an expectation that there will be collaborative constructive expenditure reviews carried out by MCFD and service providers working together with co-leadership coming from the ministry, family members and service providers.
Equitable treatment of service providers is a primary concern, as well as a cost-savings communication that informs all stakeholders.

Motion #6
Further to the May 29th and 30th, 2002, Resolutions 10 & 11 of the CLTSC:
Resolution 10: That the Minister approve that any savings gained through operating efficiencies, innovative and creative change be carried over to the next budget year, for the benefit of the Community Living Provincial Authority.
Resolution 11: That MCFD regional staff and service providers work together to realize the savings in Resolution #10 based on the following principles:
Changes are mutually identified by individuals, their advocates or family, service providers and MCFD;
All parties must agree on implementation of proposed changes;
Equal or improved service quality;
No change to eligibility;
Safety of individuals is maintained,

the CLTSC supports the implementation of the Cost Savings Plan. The CLTSC resolves that the Community Living Services Transition Authority (CLSTA)will be responsible for implementation of the Cost Savings Plan. The CLSTA interim CEO will work collaboratively with MCFD to implement the plan, with communication to families,

services providers and Ministry staff in September 2002, and the Plan becoming fully operational in October, 2002.
Motioned, seconded, carried. Unanimous.

Accountability Working Group

The Accountability Work Group provided the CLTSC with a copy of their Policy Goals and Principles. The substantive content of this document embraces the self-advocate code of rights. Definitions will be inserted into the document to add clarity of interpretation. Consultants are currently developing accountability mechanisms and performance measures that are consistent with these policy goals and principles.

A backgrounder on the work of this group is being prepared for the Communications Advisory Group.

The CLTSC was advised that a recommendation will be put forward at the next CLTSC meeting asking for:
an amendment to Section 2 of Bill 16 that would exempt residential homes with as many as 5 residents from the Community Care Facilities Act;
the incorporation into the new authority legislation of a section that is the equivalent of Section 20 of Bill 16 which exempts single family dwellings with 5-6 unrelated persons and their care providers from municipal zoning restrictions.

Additionally, the Accountability Work Group will be addressing the question of accreditation and bringing their recommendations to the CLTSC later in August. Accreditation Standards are currently being reviewed by the Work Group.

Individualized Funding Working Group

The Individualized Funding Work Group reported that their recent work has continued with looking at the tax issues as a consequence of individualized funding. The group has also received helpful feedback on their funding model from the Children & Families Work Group, and has looked at a report commissioned from the Representation Agreement Resource Center to review the use of Representation Agreements in the context of individualized funding. With respect to the question of personal supports, the IF Group is looking at the 'how to' aspect of actually developing networks. A graduate student is researching this and will report back to the Group.

The IF Group has also met with the Governance Working Group to share IF concepts and understandings in relation to governance structures and regional/community delivery of IF.

The IF Group reported that Adult C.L. Services, as currently defined, were all amenable to the IF model.

The CLTSC requested that the IF Working Group bring forward a draft report clarifying. the next level(s) of detail that would allow the CLTSC to consider the actual model and the implications for implementation.

Communications Advisory Group

The Communications Advisory Group reported that the 1-800 line through Enquiry B.C. was a success.

The new CLTSC Web site, URL: http:\\www.cltsc.bc.ca , is now available and the number of "hits" on the site to-date is encouraging. Feedback generated from this site will be shared with the CLTSC.

The Group is making progress in arranging for videoconferences and regional meetings, to take place in the near future.

Bulletins for the Children and Families, as well as the Accountability working groups are being prepared.

The Group will also be drafting a plain language Vision statement.

The group distributed a hardcopy of its 'Protocols for Speaking on Behalf of CLTSC'.

Hardcopies of feedback forms from some community presentations were also distributed.

Children and Families Working Group

The Children and Families Working Group reported that their discussions with the IF, Governance, and Accountability working groups is greatly assisting them in their work. They have begun to draft their report for the CLTSC.

General concern was expressed about the best way to obtain good information/data for a three-year planning cycle that will address projected service needs within available funding.

The Group will bring a resolution and an impact statement to the next CLTSC related to the Memorandum of Understanding (MOU) between the Children and Family Development authorities, the Aboriginal Authorities and the Community Living Authority. The MOU is guided by the Minister's letter, which outlines the responsibilities for services/programs between the three authorities and the creation of the Joint Policy Directorate.

The Group has identified some services for children with special needs that are currently considered as a responsibility of the Children and Family Development Authorities that they think would be better served by the CL Provincial Authority.

Action: Before the next meeting a proposed Resolution, Copy of the MOU and a one-page impact statement will be distributed.
Action: The Children and Families Work Group will request that Richard Bridge look at the MOU prior to this next meeting and provide his input.

New Business

Chris Haynes, Deputy Minister, MCFD, provided a high level overview of MCFD's response to the Woodlands School Report. The CLTSC asked that this Report be considered at the beginning of the next CLTSC meeting and that the Deputy Minister be present for discussion in the afternoon.

Future Meeting Schedule
The next CLTSC meeting will be August 9th. August 8th will be set aside for Work Group activity.

There are no changes to the meeting August meeting dates.

There being no further business, the meeting was adjourned.

Steering Committee Minutes
August 9, 2002

Ministry of Children and Family Development
Community Living Transition Steering Committee
August 9, 2002
Plaza 500 Hotel, Vancouver, B. C.

MINUTES

Attendees:

Cathy Anthony
Laney Bryenton
Peter Cambridge
Linda Derkach
Jane Donegani-Short
Jo Dickey

David Driscoll (Co-Chair)
Cathy Grant (support – Sandy Addison)
Muriel Hansen
Graham McMynn
Garry Molitwenik
Jeff Moulins (support - John Spark)
Elaine Murray (Co-Chair)
Terry Robertson
M. Lynn Rolko
Bryce Schaufelberger (support – Greg Schiller)
Tim Stainton
Ellen Tarshis
Susan Whittaker
Doug Woollard

Regrets: Al Etmanski, Alanna Hendren, John Kehler, Deanna Kratzenberg, Roberta Scott, Lynn Stevenson, Robin Syme

Project Support Staff
Frank van Zandwijk (Project Management)
Petra Young (Communications)
Roberta Laughlin (recorder)
Stan Remple (Community Project Director)
Richard Bridge (Consultant to TSC)

David Driscoll welcomed George Watts as a member of the CLTSC. George will be representing the interests of Aboriginal people at the CLTSC. A round of introductions followed. George noted that he has had an opportunity to read the materials developed and be briefed on the activities of the CLTSC, and strongly recommended that the CLTSC pursue a letter of GST exemption from the Deputy Minister of Revenue.

Review of Agenda.
The agenda was adopted with minor amendments.

Review of Previous Minutes

Motion #1
That the minutes of the July 25th meeting be adopted with the following revisions: Item 6, under Governance Work Group, second bullet: That the sentence 'One member will be from government' be deleted.

Item 6, under Accountability Work Group, fourth bullet: That the sentence 'This reference to accreditation was further clarified through discussions: there will be accreditation for the provincial authority itself in the context of MCFD standards for all authorities, and there will be accreditation of Service/Service Providers' be replaced with the sentence 'Accreditation standards are currently being reviewed by the Work Group.'
Item 6, under Human Resources and Finance Work Group, third bullet: That the sentence 'The Group reported that the housing assets held by the BC Housing Management Corporation are relatively small' be revised to read 'The Group reported that the equity in the housing assets held by the BC Housing Management Corporation are relatively small.
Motioned, seconded, carried. Unanimous.

Business Arising
No new business was noted.

Correspondence
The correspondence binder was circulated.

Report from Strategic Planning Group
David Driscoll reported that the Group has been considering ways to share the work of the CLTSC with stakeholders prior to the submission of the final report on September 30th. He noted that the CLTSC has already implemented a variety of tools to share information with the community, including information bulletins, websites, community presentations and video conferences. He observed that the CLTSC was not created to conduct public consultations but rather to make recommendations on behalf of the community itself.

It was agreed that the CLTSC will share key considerations and directions with the community in the form of a high level summary prior to September 30, 2002. They will also continue to seek advice and comment from the sector on an ongoing basis.

It was noted that October is Community Living Month, and that the CLTSC will connect with the BCACL to see if there are opportunities to work together.

David reminded Work Group Chairs that Interim Reports are due on August 12th. These reports are the first step in shaping the draft report, and will assist in identifying missing pieces and the need for different areas to mesh together.

David has been discussing the issue of continuity through the transition process with the Minister. The Minister has not responded to the CLTSC motion of July 25th requesting that the CLTSC community members (non-government) become the board of the interim transition authority. However, David asked that the Work Groups begin thinking about timelines and the nature and composition of the work they are doing, and consider what actions need to be taken during the fall/winter transition months. This will assist in structuring the recommendations to government.

George Watts requested that a powerpoint presentation on the work of the CLTSC be created.

ACTION: The Communications Advisory Group will work with George to meet his needs.

Woodlands Update
Frank van Zandwijk advised that Chris Haynes, Deputy Minister of Children and Family Development, was unable to attend the CLTSC meeting due to other commitments.

Frank provided an update on the Woodlands Report. He confirmed that paper copies of the Woodlands Report are now available in MCFD Community Living offices. In addition, Jane Holland, MCFD Service Quality Advocate, is available to individuals and families who may have questions. He also noted that work was being done to set up a parent/family leadership group to make recommendations to the Deputy Minister regarding how families and self-advocates wish to proceed.

Jo Dickey is working with the Woodlands Parents Group. The Group is attempting to get in touch with families of former Woodlands residents and will be setting up meetings around the province to provide information to individuals and families. Jo asked that any CLTSC member who may be able to provide updated contact information on former residents and/or their families please pass that information along to her.

A retreat for former residents and members of the Woodlands Parents Group is planned on August 26th and 27th. Counsellors will be on hand to provide support and assistance.

Discussion took place around options and recommendations the CLTSC may wish to make on the allocation of any funds that may result from the sale of the Woodlands property. A lengthy and emotional discussion ensued regarding whether the CLTSC should make any statement regarding the Woodlands issue and the sale of associated properties. The following motion resulted:

Motion #2
The CLTSC will be advised and guided by the community on the Woodlands issue and will not make any recommendations that are not consistent with the community's position.
Motioned, seconded, carried. Unanimous.

Future Meeting Schedule
The CLTSC will meet as follows in August and September:

Wednesday, August 21st Work Groups

Thursday, August 22nd A.M. - Final Work Group meetings (if required)
P.M. - Strategic Planning Group

Friday, August 23rd CLTSC

Friday, September 6th	CLTSC
Friday, September 13th	CLTSC
Thursday, September 19th	CLTSC
Thursday, September 26th	CLTSC
Friday, September 27th	CLTSC

Work Group Reports
The Work Groups provided reports on their activities.

Children and Families Work Group
Work Group members Sue Hill, Consultant, Jane Cowell, MCFD, and Cathy Anthony, Chair, provided the CLTSC with recommendations on services for children in care with special needs. A draft Memorandum of Understanding (MOU) to be undertaken with MCFD was shared with the CLTSC. The Work Group recommended that services and guardianship for children in care who fall within community living services be transferred to the provincial community living authority for the period of April 1, 2003 through March 31, 2004. This would include staffing, budget and delegated authorities. The following motion resulted:

Motion #3
That the CLTSC, having reviewed and discussed the matter, give approval in principle to the direction and content of the briefing document and draft MOU on Children with Special Needs in Care. While more time is needed to review the issue and the potential labour relations impacts of the decision, the document should serve as a tool to proceed with discussions with the Minister and other Work Groups as necessary.
Motioned, seconded, carried. Unanimous.

The Work Group made also requested approval for a draft MOU on the composition and appointment process for the Joint Policy Directorate for Services to Children with Special Needs. The following motion resulted:

Motion #4
Be it resolved that the CLTSC approve the MOU - Joint Policy Directorate in principle and direct that it be further developed at the first meeting of the Joint Policy Directorate.
Motioned, seconded, carried. Unanimous.

Governance Planning Work Group
Laney Bryenton reported that thinking around a governance model is becoming more defined and fleshed out. The University of Ottawa Centre for Governance has provided comments and input on the governance plans. Bob Plecas has been asked to provide comments from a government perspective. Discussion with other Work Groups is needed to ensure the various recommendations are compatible.

Finance and Human Resources

Doug Woollard announced that the Work Group is making significant progress on drafting their recommendations. However, more information is still needed from the Ministry on the Children's budget. The amount of funding required to run the new provincial authority has been discussed with the Ministry. The CLTSC is requesting approximately $22 million, significantly more than the $11 million the Ministry is offering at this time. It is essential this issue be resolved to the satisfaction of the CLTSC. The Work Group was instructed to include this in their recommendations, but to proceed in the meantime with discussions with Les Foster and Chris Haynes of MCFD.

The Work Group has reviewed the Human Resources Facilities Act and is recommending that the CLTSC pursue revenue that may be generated through facilities governed by this Act. The Work Group is also considering pursuing revenue opportunities that may be generated through facilities run under the BC Housing and Management Corporation.

The CLTSC will be seeking a designation that exempts the new provincial authority from paying GST. If not resolved, this issue could have a serious impact on the budget.

The Work Group is also reviewing mental health services for people with developmental disabilities.

Communications Advisory Group

The fourth bulletin developed by the Communications Advisory Group, Services for Children, Youth and their Families, was approved by the CLTSC. Bulletins on Accountability and on CLTSC progress to date are under development.

Video-conferencing plans are underway. The first conference is tentatively planned for the middle of September. The CLTSC website is receiving an average of 33 hits a day.

Terry Robertson provided an update on the feedback forms received to date from the community. Meetings have taken place in Vancouver (self-advocates) and Castlegar (service providers, ministry staff and self-advocates/families). A total of 106 people attended 4 meetings. 40 feedback forms have been received. Comments have been generally supportive of the CLTSC and their work.

All forms are collected in a binder which is circulated to CLTSC members. Any issues of particular note or concern in the feedback forms will be flagged by the Communications Advisory Group and drawn to the attention of the CLTSC or the appropriate Work Group Chair.

Linda Perry, Consultant, will give presentations in 12 communities between mid-August and late September.

Individualized Funding Work Group
Tim Stainton provided an overview of the delivery system for the proposed Individualized Funding model. The Work Group will work closely with the Governance and Accountability Work Groups to mesh recommendations. Some concerns were expressed that the CLTSC needs to ensure that adequate safeguards are in place for the transition period. It was also noted that not all self advocates have a network of family and friends to assist them.

Accountability Work Group
Discussion took place about the Community Care Facilities Act and its relation to the new provincial authority. On the advice of the Accountability Work Group, the CLTSC passed the following motion:

Motion #5
The CLTSC directs the Community Living Transition Authority to recommend new standards that will parallel the Community Care Facilities Act. And further, that once those new standards are in place, the community living provincial authority shall seek exemption from the Community Care Facilities Act and request the transfer of those resources that enforced the Act to the new community living provincial authority. Motioned, seconded, carried. Unanimous.

The Work Group raised concerns about Ministry plans to develop and implement new information management tools and practices before the provincial authority is in place. The Work Group understands the Ministry may have put out a Request for Proposal for information management services that may affect the community living area. A motion directing the ministry not to expend any further funds in this area was tabled until the next meeting.

ACTION: Elaine Murray to clarify what, if any, Request for Proposal for information management suppliers has been developed by the Ministry and report back at the next meeting.

Jane Donegani Short noted that the Work Group intends to bring forward a motion at the next meeting related to an amendment to the Freedom of Information Act. She also advised that on August 20th a panel on accreditation is planned with service providers.

Motion #6
The reports of the Work Groups be accepted by the CLTSC.

Motioned, seconded, carried. Unanimous.

Strategic Concerns
No issues were noted.

New Business
The CLTSC noted that Committee member John Kehler has been involved in an accident and wishes for his speedy recovery were expressed.

There being no further business, the meeting was adjourned.

Steering Committee Minutes
August 23, 2002

Ministry of Children and Family Development
Community Living Transition Steering Committee
August 23, 2002
Plaza 500 Hotel, Vancouver, B. C.

MINUTES

Attendees:
Cathy Anthony
Laney Bryenton
Peter Cambridge
Linda Derkach
Jane Donegani-Short
Jo Dickey
David Driscoll (Co-Chair)
Al Etmanski
Cathy Grant (support – Sandy Addison)
Muriel Hansen
John Kehler
Graham McMynn
Garry Molitwenik
Jeff Moulins (support)
Elaine Murray (Co-Chair)
Terry Robertson
M. Lynn Rolko
Bryce Schaufelberger (support – Greg Schiller)
Roberta Scott
Tim Stainton
Susan Whittaker
Doug Woollard

Regrets: Alanna Hendren, Deanna Kratzenberg, Robin Syme; Ellen Tarshis, George Watts

Project Support Staff
Frank van Zandwijk (Project Management)
Petra Young (Communications)
Roberta Laughlin (recorder)
Stan Remple (Community Project Director)
Richard Bridge (Consultant to TSC)
Doug Walls (Consultant to TSC)

Guests
Sue Hill, Consultant, Children and Families Work Group

The meeting was called to order at 9:25 a.m.

CLTSC non-government members met between 9:30 a.m. and 10:55 a.m. for an in-camera session. Under discussion were contractual and legal issues around the report out date, transition issues, and a number of interim recommendations that the CLTSC intends to discuss with the Minister. Government members of the CLTSC and government support staff were asked to step out of the room during these discussions. The full meeting resumed at 11:00 a.m.

Review of Agenda.

Motion #1

That the agenda be adopted with the addition of future meeting times as the final item.
Motioned, seconded, carried. Unanimous.

Review of Previous Minutes

Motion #2
That the minutes of the August 9th meeting be adopted with the following amendments:
Under attendees: John Kehler did not attend the August 9th meeting. Stan Remple attended as Community Project Director, not Doug Walls.
Under item 8, Children and Families Work Group report. Sue Hill, not Kate Irving, joined the meeting.
Motioned, seconded, carried. Unanimous.

Business Arising

Motion #3
The CLTSC will request written confirmation from the Minister that the non-government members of the CLTSC will become the interim Board of Directors of the new provincial authority before they make any recommendations regarding the appointment of an interim Chief Executive Officer.
Motioned, seconded, carried. Unanimous.

A request was made about the budget and expenditures to date of the CLTSC. The information was not readily available.

Action:
Laney Bryenton will provide an update on the CLTSC budget, including operational expenditures and consultant fees, at the next meeting.

Correspondence
The correspondence binder was circulated.

Report from Strategic Planning Group
David Driscoll noted that the Work Groups have now completed their interim reports. The difficult task of reviewing recommendations and melding together the reports of the different Work Groups into one overall report must now begin.

The Strategic Planning Group met on the morning of August 22nd. Discussion focussed on the structure, governance and mandate of the proposed Provincial Planning Authority (PPA) and its relationship to the new governance authority. The PPA will be the planning and support arm of the new system. Issues of concern and interest included the level of independence and autonomy the PPA should have, and whether the PPA should report directly to government or through the new provincial authority at some level.

The following was agreed:
That the PPA should have no direct reporting relationship with government;

That a requirement for a planning function and appropriate funding be enshrined in legislation.

An ad hoc group, including members of the Governance, Accountability, Individualized Funding Work Groups and others, agreed to meet in the afternoon to discuss the issue at greater length. The ad hoc group was tasked with determining the relationship of the PPA to the Board of Directors or Chief Executive Officer (CEO) of the new provincial authority, and with identifying the entity/structure of the PPA. The group was asked to bring their recommendations to the CLTSC on August 23rd.

Tim Stainton reported that the ad hoc group had worked hard to bring resolution to the above questions, and made the following recommendations to the CLTSC:
that the PPA should not have a relationship with the operational side of the governance authority and should not report to the CEO;
that a fixed funding formula for the PPA be developed;
that a Planning Commission with five commissioners be appointed by the Board of Directors of the provincial authority, based on nominations from the five local regional planning committees;
that the Commissioners should be individuals with a disability or family members of an individual with a disability;
that the Commission appoint a provincial staff person to head the PPA; and
that the Planning Commission prepare a separate annual report that is provided to the Board of Directors with the obligation that they forward it to government.

A lengthy discussion ensued about the advantages and disadvantages to this structure. Issues of concern included the perception that a two pronged structure might indicate to the community that the Board of Directors was not to be trusted, or that it might set the two arms of the authority in opposition to each other. Other discussion included eligibility criteria, implementation challenges, the roles of social workers versus the roles of the planners, and safeguards for those without support networks. Overall, the CLTSC was generally supportive of the direction and intent of the recommendations.

Work Groups Reporting
The Work Groups were asked to provided brief overviews of their primary recommendations.

Individualized Funding Work Group
Recommendations for an IF delivery model have been provided at previous meetings. Other recommendations from the Work Group will include a structure to manage the transition from block to individualized funding. A notice period and a mechanism to provide some short-term compensation to service providers in certain circumstances will be recommended.

Priority will be given to transitioning the following areas to individualized funding:
individuals in crisis;
children in care turning 19; and
children's programs.

It is expected the transition period for these services will be over the course of the first year.

A recommendation to seek an exemption from the CCRA on taxes will be included.

Options for funding the PPA function include a tariff on all service contracts or a fixed percentage of all Community Living funding be allocated to the PPA. Further discussion and thinking between the IF and Human Resources and Finance Work Group will take place on this topic.

Governance Work Group
The thinking of the Work Group has shifted since their interim report was completed on July 31st. Laney Bryenton provided a summary of the Group's draft recommendations:
That there be created a provincial authority, established by new provincial legislation to provide community living services in BC.
That the new provincial authority be named Community Living Support Services BC.
The sole shareholder of the provincial authority be the Minister of Children and Family Development.
That the governing body of the new provincial authority be a board of directors.
That the chair of the board of directors be appointed by a majority of the board members.
That a chief executive officer be hired by the board of directors of the provincial authority.
That there be standing committees of the board of directors, each committee having at least one board member as a committee member who may or may not be the committee chair.
That the chair of the children and family committee of the board, or, if the chair is not a board member, the board designate from the committee will be appointed to the Joint Policy Directorate for Children with Special Needs.
That the new provincial authority have no regional or community offices.
That the provincial authority include a provision to manage surpluses and any deficits on a multi-year basis and that this be reflected in legislation.
That the provincial authority enter in an memorandum of understanding with those other ministries, board and agencies having a direct interest in or influence over the delivery of community living and related services and supports in BC.
That the provincial authority enter into a memorandum of understanding with the Minister of Children and Family Development to address responsibility and accountability matters not fully covered in legislation.
That the board of directors and the employees of the provincial authority are to receive indemnification by the government for actions taken or not taken, in good faith, in the exercise of their duties.

There will also be a recommendation that five regional community living councils (RCLC) be created to provide community consultation and communications functions, to perform an informal monitoring of policy, planning and services, and to provide nominations for the board of directors for the new provincial authority.

Discussion took place about the RCLCs and their roles. Concerns expressed included:
the need for clarification of the roles of the planners of the PPA and the regional community living councils with respect to building community capacity;
the physical size of some of the regions and the need for representation from all areas on the RCLCs;
the need for community to develop in their own ways, with less structure imposed on them; and
the need for a timely dispute resolution process;
the need to involve younger families who may not be connected to the community living network, and the need for a credible electoral process.

Laney Bryenton and Tim Stainton will work together to clarify details around relationships and responsibilities at the community level.

Children and Families Work Group

The report of the Children and Families Work Group was deferred to the next meeting due to time constraints.

Accountability Work Group

Jane Donegani Short provided an overview of the areas of recommendation the Work Group is developing. These include:
the legal mandate with respect to accountability and information management, including financial accountability and the application of other Acts;
accountability for the conduct of business, including quality assurance, standards of safety and quality of life, a timely dispute resolution process;
accountability for performance, including achievement of individual outcomes;
accountability mechanisms; and
information collection, management and use.

Further review and recommendations will be forthcoming on the Community Care Facilities Act. Work Group consultants are working to ensure all areas of accountability with respect to children and youth are covered off.

The accreditation panel that was held on August 20th was considered very successful. Attendees were asked to provide feedback on accountability issues and models.

Jack Styan, a member of the Work Group, joined the meeting to provide the CLTSC with background on five information management projects that the ministry hopes to undertake related to community living services. The ministry requires CLTSC approval to proceed as the projects will be funded from an amount allocated for information management projects during the transition period. The Accountability Work Group was asked to review the projects and make a recommendation to the CLTSC on whether approval should be given to the Ministry to proceed with these projects. The total value of the projects is approximately $1.2 million. Jack indicated that the Work Group felt they could not speak to the dollar value of the projects, but that the intended outcomes were consistent with the goals of the Accountability Work Group. Therefore, they recommended that the CLTSC give approval for the ministry to proceed with the projects as proposed.

Discussion ensued regarding the nature of the projects and the amount of funding required. It was suggested that a user advisory committee on technical issues be formed to work with the ministry to ensure anything that is developed is consistent with the needs of the new authority. Concern was expressed that it may be risky to make any plans or decision about what information management services are needed until a governance model has been determined. The Human Resources and Finance Work Group would like an opportunity to review the mandate and scope of the projects to determine if they are needed and are valuable to the new provincial authority.

The Work Group expressed concern that they had understood from the ministry that if these funds were not expended by September 30th, they would revert to the ministry.

Motion #4
Elaine Murray and Jack Styan will go back to the ministry to seek more information and clarification on the scope, mandate, costs and timelines of the projects and report back to the CLTSC at the next meeting. They will also clarify the issue of where the funding is coming from and to whom it belongs.
Motioned, seconded, carried. Unanimous.

Further to the request of the Work Group at the August 9th meeting, Elaine reported that the ministry has no current requests for proposals for community living information management suppliers.

Motion #5
That the CLTSC develop and use a change management strategy with respect to the implementation of the new provincial authority.
Motioned, seconded, carried. Unanimous.

Human Resources and Finance Work Group
Discussion has been underway about the level of detail and information that should be included in the HR and Finance recommendations. Until a governance structure is determined, it is not feasible to provide the ministry with detailed recommendations on budget. However, more than a list of principles is required to indicate how the CLTSC intends to deal with the financial constraints put on the CLTSC.

Doug Woollard presented on four key areas/recommendations for regarding the budget:

Creative and innovative change
Increase system capacity for people on waiting lists by 6% of the adult CL budget.
Create a $40 million surplus for the authority fiscal year 2003-2004.
Service providers create administrative efficiencies and increase productivity by reducing administration costs and sharing administrative functions.

Create system wide savings through increased productivity

Eliminate certain functions now done by MCFD to create savings in staffing, e.g. case management.
Create HQ savings through reducing regulation and administrative functions.

Create long-term savings through conversion of assets.
e.g. HRFA, BCHMC, Woodlands, Willow

Additional revenue sources
Conversion of all people in residential to DBII.
Family contributions above the reasonable level of support provided by the new authority.

The Work Group is focussing on:
making changes;
diminishing inequites;
creating efficiencies;
reducing bureaucracy and
increasing capacity.

The Work Group is recommending that in the short term, the new authority continue using the ministry's accounting and payment system. However, as soon as the provincial authority is established, a review of this system should be undertaken.

The Work Group is still undertaking research on the children's budget. Ongoing talks continue with the ministry. The issue of Children in Care with special needs has not been resolved. A meeting to discuss this issue is planned with MCFD Assistant Deputy Minister David Young.

The area of income testing needs to be reviewed and a fair and equitable approach needs to be identified.

Communications Advisory Group
The Communications Advisory Group shared copies of Bulletins 5 (Update on CLTSC Activities) and 6 (Accountability in the New Provincial Authority).

Motion #6
That bulletins numbers 5 and 6 be approved.
Motioned, seconded, carried. Unanimous.

Future Meeting Times
Meeting dates for September are:
Friday, September 6th.
Friday, September 13th and Saturday, September 14th
Thursday, September 19th
Thursday, September 26th and Friday, September 27th

All meetings will run from 9:00 a.m. - 4:30 p.m. The Plaza 500 is unable to accommodate the CLTSC with meeting rooms for some of the above dates. Locations will be confirmed at a later date.

The Work Group Chairs will meet on August 29th between 1:00 p.m. and 5:00 p.m.

New Business

It was noted that CLTSC member Deanna Kratzenberg has been involved in a car accident. Wishes for a speedy recovery were expressed. Birthday wishes were shared with Cathy Grant.

David recognized the hard work of the members and commended them for their dedication, commitment and initiative on behalf of the people of British Columbia.

There being no further business, the meeting was adjourned

Steering Committee Minutes
September 6, 2002

Ministry of Children and Family Development
Community Living Transition Steering Committee
September 6, 2002
Richmond Hotel & Convention Centre
Vancouver, B. C.

MINUTES

Attendees:
Cathy Anthony
Laney Bryenton
Peter Cambridge
Linda Derkach
Jane Donegani-Short
Jo Dickey
David Driscoll (Co-Chair)
Al Etmanski
Cathy Grant (support - Sandy Addison)
Muriel Hansen
Alanna Hendren (PM only)
John Kehler
Deanna Kratzenberg
Garry Molitwenik
Elaine Murray (Co-Chair)
Terry Robertson
M. Lynn Rolko
Bryce Schaufelberger (support - Greg Schiller)
Roberta Scott
Tim Stainton
Lynn Stevenson
Robin Syme
Ellen Tarshis
Susan Whittaker
Doug Woollard

Regrets: Graham McMynn, Jeff Moulins, George Watts

Project Support Staff
Frank van Zandwijk (Project Management)
Petra Young (Recorder/Communications Support)
Roberta Laughlin (Administrative Support)
Stan Remple (Community Project Director)
Richard Bridge (Consultant to TSC)
Doug Walls (Consultant to TSC)

The meeting was called to order at 9:00 a.m.

CLTSC non-government members met between 9:00 a.m. and 9:30 a.m. for an in-camera session to discuss personnel issues. Government members of the CLTSC, government support staff and consultants were asked to step out of the room during these discussions. The full meeting resumed at 9:30 a.m.

Review of Agenda

Motion #1

That the agenda be adopted with the addition in the afternoon of an update from Jack Styan on the information management projects proposed by the Ministry.
Motioned, seconded, carried. Unanimous.

Jane Donegani Short handed out some background material on the issue for review before the afternoon's discussion. A motion will be put forward at that time.

Review of Previous Minutes

Motion #2
That the minutes of the August 23rd meeting be passed with no amendments.
Motioned, seconded, carried. Unanimous.

Business Arising
No resolution on the appointment of an Interim CEO has been made.

Correspondence
The correspondence file was circulated.

Report from Strategic Planning Group
The group conducted a teleconference on September 5th.

David Driscoll advised that new information has been received from the Ministry with respect to the drafting of interim legislation and the provision to carry over surplus funds to the new provincial authority. This information is of grave concern to the CLTSC and it was requested that discussion for the day focus on these two issues.

Legislation
Elaine Murray gave an update on the status of the interim legislation that will establish a legal mechanism to create an interim authority. The Legislative Council deadline for drafting instructions for the legislation was August 30th. The legislation will be of an omnibus nature, and will provide for the creation of interim authorities for all areas of the ministry undergoing devolution. This includes five regional authorities for Child and Family Development, five Aboriginal authorities, one Community Living authority and one Shared Services authority. The legislation will have no sunset clause.

It was noted that the legislation provides no service delivery capability for the interim authorities. However, it is possible to include a provision in regulations for developmental transitional work. Therefore, the Ministry is proposing a co-management plan for service delivery. This would be defined in a memorandum of understanding (MOU) between the Ministry and the CLTSC, and would provide for a joint executive table to co-manage the system until the new authority takes over. This would allow the CLTSC to have an impact on service delivery between now and April 1, 2003.

Discussion ensued. The CLTSC identified the following concerns:
The interim authority's inability to deliver services will impede the process of implementing service transformations prior to April 1, 2003.
The CLTSC believed that there would be separate, not omnibus, legislation for the Community Living interim authority.
The CLTSC recommendations regarding interim legislation specified the inclusion of a sunset clause.

There is no definition to the term 'co-management'.
That the appointment of interim board members under an Order In Council model may preclude some CLTSC members from standing.

David Driscoll read a letter from the Minister to the CLTSC members thanking them for their work on behalf of the community living sector and reiterating his commitment to the new provincial authority. The letter will be placed in the correspondence binder.

Budget
David reported that Treasury Board staff have indicated that government accounting policy precludes unused service funds realized in one fiscal year to be transferred to the following years service budget. The Financial and Administration Act prohibits the carry over of unused funds into the next fiscal year. The CLTSC had hoped to generate savings in this fiscal year that would reduce by one half the budget cuts of $80 million to the community living budget slated for the current and next fiscal years.

It was agreed the implications to the CLTSC of this decision are very serious and of great concern. A lengthy and passionate discussion took place regarding the CLTSC position and options resulting from this decision. Many CLTSC members expressed shock and dismay with government's decision. The CLTSC has been proceeding with work for the last few months based on the assumption that these funds could be carried forward. Discussion ensued regarding the ability of the CLTSC to continue to do their work as mandated by the Minister given this change in circumstance.

An in-camera session took place between 1:00 p.m. and 2:30 p.m. to discuss the CLTSC response to this situation. Government members of the CLTSC, government support staff and consultants were asked to step out of the room during these discussions. The full meeting resumed at 2:30 p.m. David advised that the CLTSC had considered their response and would be making a resolution later in the day.

Big Picture Overview
Stan Remple reviewed the proposed operational structure of the new provincial authority with CLTSC members. He was assisted in this endeavour with a pictorial overview of the new authority created by Jane Donegani-Short. He commented that it is the hope of the CLTSC that the new authority will be both inspired by and driven by the vision statement, which will then inform all aspects of the new structure.

He advised that the Work Groups have, for the most part, completed their final reports and commended the Groups on the consistent quality of work. Stan, Richard Bridge and Doug Walls are now reviewing the reports, identifying interface issues and ensuring the visions of all Work Groups are integrated.

Stan provided an outline of the index for the final report. Chapters will be as follows:
Chapter One - Introduction
Chapter Two - New Era of Community Living
Chapter Three - Background to Report
Chapter Four - Key Recommendations

Chapter Five - Draft Legislation
Chapter Six - Draft Service Plan
Chapter Seven - Summary and Conclusion

A discussion took place about the work plan and process for completing the final CLTSC report by September 30, 2001. Stan shared a handout with a proposed work plan for the next three weeks. It was agreed that the meeting dates set at the last meeting will remain unchanged. Committee members expressed concern that there was very little time left to review and vote on recommendations, then compile them into the final report.

It was agreed that a first draft of the report should be circulated to the CLTSC on September 10th. All recommendations should be appended. CLTSC members committed to reading the report and coming prepared to discuss the recommendations at the September 13th and 14th meeting. It is hoped that many of the straightforward recommendations may be voted upon at this time.

Strategic Concerns

Terry Robertson provided a brief report on behalf of the Communications Advisory Group. The Group has received substantial feedback from the communities where Linda Perry has been making presentations. The feedback binder was circulated. It was noted that for some community members, receiving information on the CLTSC process has been frustrating. Some individuals have expressed their hopes that there would be more substantive information available on the content of the recommendations.

Discussion ensued around the need to identify the key considerations and directions of the Committee, and to draft a public document that can be shared with stakeholders prior to the completion of the report. It was agreed that time would be set aside at the next meeting for the development of the ten key perspectives on the content of the CLTSC work. The Communications Advisory Group will craft a public document based on those perspectives. The information will also be of value in planning the content of upcoming videoconferences.

David, Elaine and the Work Group Chairs will meet with the Communications Advisory Group and Mitch Loreth, the video conference facilitator, over lunch on September 13th to discuss the content and format of the video conferences.

Terry shared a final draft of Bulletin #7. The following motion resulted:
Motion #3
That Bulletin #7, Human Resources and Finance, be approved in principle by the CLTSC and that any changes be emailed to Terry Robertson by end of day Tuesday. Changes received after that time will not be incorporated.
Motioned, seconded, carried. Unanimous.

Information Management

The discussion on information management projects was deferred to the next meeting. Jane Donegani-Short advised she would be sharing an additional piece of information on this issue via email for CLTSC consideration before the next meeting

New Business
Discussion took place around the process of government's review of the final report. The following motion resulted:

Motion #4
That the CLTSC recommend that the Minister appoint a distinguished panel, with members to be named at a subsequent meeting, to assist in a critical review of the CLTSC final report.
Motioned, seconded, carried. 2 contrary.

Further to the discussions earlier in the day regarding the budget and the drafting of interim legislation, the following motions were put forward:

Motion #5
Whereas:
The task of creating a new Community Living Authority is complex and challenging, and will involve very substantial organizational, systems and service delivery changes.
The Transition Steering Committee has been operating on the belief that the Transition Authority would be able to affect changes to service delivery systems that would reduce financial costs, and that these efficiencies could be transferred from the existing budget to the Community Living Authority to make strategic investments for future years.
Senior government representatives have informed Transition Steering Committee representatives that this key component of the transition plan is not an option.
Therefore, it is resolved that:
The Minister be informed that under these circumstances, it will be impossible to protect the safety and security of vulnerable people currently being served, and to ensure a successful transformation to a Community Living Authority.
Motioned, seconded, carried. Unanimous.

Motion #6
That the CLTSC accept the offer of the Deputy Minister to consider construction of an Memorandum of Understanding regarding the co-management of the transition to a provincial community living authority, and that they undertake a discussion with the Minister on the terms of reference of the MOU, including the scope of the planning and development aspect.
Motioned, seconded, carried. Unanimous.

Motion #7
That Elaine Murray raise the following CLTSC concerns with Legislative Council and/or the Ministry:
the CLTSC request to include a sunset clause specific to community living services in the interim legislation;
a request for a definition of the term 'co-management'; and

a clarification on the terms of appointment for Orders in Council.
Motioned, seconded, carried. Unanimous.

Motion #8
That the Minister provide the CLTSC with a timeline for the implementation of permanent Community Living legislation.
Motioned, seconded, carried. Unanimous.

Two items were identified for the next meeting's agenda:

Development of a vision statement for Community Living five years from now; and Children's Issues.

There being no further business, the meeting was adjourned.

Steering Committee Minutes
September 13 and 14, 2002

Ministry of Children and Family Development
Community Living Transition Steering Committee
September 13 & 14, 2002
Plaza 500 Hotel – Vancouver

MINUTES

Attendees:
Cathy Anthony (Sept. 13)
Laney Bryenton
Peter Cambridge
Linda Derkach (Sept 13)
Jane Donegani-Short
Jo Dickey
David Driscoll (Co-Chair)
Al Etmanski (Sept 13)
Cathy Grant (support – Leslie Erickson)
Muriel Hansen
Alanna Hendren (Sept 13)
John Kehler
Deanna Kratzenberg (Sept 13)
Graham McMynn
Jeff Moulins (Sept 13)
Garry Molitwenik (Sept 13)
Elaine Murray (Co-Chair)
Terry Robertson
M. Lynn Rolko
Bryce Schaufelberger (support – Greg Schiller)
Roberta Scott
Tim Stainton
Ellen Tarshis
George Watts
Susan Whittaker
Doug Woollard

Regrets: Linda Derkach (Sept 14), Al Etmanski (Sept 14), Deanna Kratzenberg (Sept 14), Garry Molitwenik (Sept 14), Jeff Moulins (Sept 14), Robin Syme, Cathy Anthony (Sept. 14)

Project Support Staff
Frank van Zandwijk (Project Management)
Petra Young (Recorder/Communications Support)
Roberta Laughlin (Administrative Support)
Stan Remple (Community Project Director)
Richard Bridge (Consultant to TSC)
Doug Walls (Consultant to TSC)

Guests
Lynn Stevenson, Provincial Executive Director for Community Living

September 13, 2002

The meeting was called to order at 9:08 a.m.

David Driscoll noted that the agenda circulated prior to the meeting has been abandoned. A new agenda was discussed. The following revised agenda was adopted:

September 13, 2002
Review of Previous Minutes
Review of Work Group Recommendations

September 14, 2002
Continue Review of Work Group Recommendations
Strategic Issues
Review of Communications Feedback
Vision

Review of Previous Minutes

Motion #1
That the minutes of the September 6th meeting be adopted with the following revisions:
Item 5, Bullet 7: That the phrase 'due to conflict of interest guidelines' be deleted.
Item 5, Bullet 10: That the entire paragraph be deleted.
Item 8, Motion 4: It be noted that there were two contrary votes.
Motioned, seconded, carried. Unanimous.

Jane Short requested that the CLTSC reconsider a section in the minutes of the August 23rd meeting. As Committee members did not have copies of the minutes in front of them, the request was deferred to the afternoon to allow copies to be made.

Review of Resolutions
The CLTSC agreed to the following process with respect to the review of Work Group final draft recommendations:

Each recommendation would be reviewed with comments and discussion to follow;
Recommendations approved in principle to be forwarded to the drafting team for finalization and incorporation into the final report;
Recommendations not approved to be returned to the appropriate Work Group for further consideration/work;
No voting on recommendations to occur over the next two days - an opportunity will be provided for final review and approval.

A small number of recommendations are in conflict with each other. The drafting team will attempt to point these out as they arise so the CLTSC can come to consensus. Some Work Group recommendations are missing. The scope of these recommendations is either outside of the terms of reference or a duplication of the work of other Work Groups.

Governance
16 Governance Work Group recommendations encompassing the following areas were reviewed:
Purpose and Policy;
Establishment of a Provincial Authority;
Functions and Powers of the Provincial Authority; and
Community Capacity Development.

The majority of recommendations were approved in principle or with minor revisions. Several were to be reworked or considered in tandem with similar recommendations from other areas. The drafting team and the Work Group will bring changes back to the CLTSC for final approval.

LUNCH BREAK

Jane Donegani Short brought forward a resolution on behalf of the Accountability Work Group. Government has identified and budgeted for information technology projects as part of the transition activities in the current fiscal year, and has recognized the need for information technology to support the shift from decision-making based in Victoria to decentralized decision-making and planning. They plan to undertake a number of initiatives in this area that will serve to reinforce the shift of the balance of power toward community governance.

Motion #2
Be it resolved that the CLTSC recommends to the Ministry of Children and Family Development that the Ministry:

Proceed with the following projects:
    Strategic Framework and Overall Technology Architecture;
    Information Management Standards;
    Secure email;
    Agency High Speed Connectivity; and
    Outcomes tracking.

Defers any transfer of resources to other government ministries until the proposed interim authorities are operational;

Observes the principle of community control over the issues of information collection, custody and secure communication at all stages of the projects.

Motioned, seconded, carried. Unanimous.

Copies of the August 23rd minutes were distributed. Jane expressed concern that the contents of the paragraph under Item 6 which begins 'Jack Styan, a member of the Work Group' was not an accurate reflection of the discussion. Discussion ensued. It was agreed that the minutes would remain approved as written.

Individualized Funding
14 Individualized Funding and Planning Work Group recommendations encompassing the following areas were reviewed:
IF - A Means to Secure Citizenship;
Independent Planning and Advice - Community Capacity Centres;
Implementation of Individualized Funding;
Access to Supports for Decision Making and Advocacy; and
Other Recommendations.

The majority of recommendations were approved in principle or with minor revisions. One recommendation was withdrawn. Three were identified as needing clarification. The drafting team and the Work Group will bring changes back to the CLTSC for final approval.

Children and Families

8 Children and Families Work Group recommendations encompassing the following areas were reviewed:
Philosophy and Principles;
Provincial Authority Functions with Respect to Children; and
Safeguarding Future Funding for Children and Families.

All recommendations were approved in principle or with minor revisions/amendments. The drafting team will bring changes back to the CLTSC for final approval.

Lynn Rolko noted she was extremely impressed with the report and work done by the Work Group.

Communications

Terry Robertson noted that the Work Group is receiving a significant number of feedback forms, both from the presentations completed by Linda Perry and in response to the mailout of bulletins undertaken by the ministry.

It was also noted that Bulletin #7, Human Resources and Finance, has been distributed.

The meeting adjourned for the day.

September 14, 2002

The meeting was called to order at 9:12. Review of recommendations continued.

Accountability and Information Planning

7 of 14 Accountability and Information Planning Work Group recommendations encompassing the following areas were reviewed:
Legal Mandate;
Accountability for Financial Management; and
Accountability for Conduct of Business.

Most recommendations were approved in principle or with minor revisions/amendments. Two items were identified as needing redrafting. The drafting team and the Work Group will bring changes back to the CLTSC for final approval.

At this time, a decision was made to defer discussion on the remainder of the Accountability and Information Planning Work Group recommendations, along with those of the Human Resources and Finance Work Group, to the next meeting on Thursday, September 19th.

Global Recommendations

David Driscoll has developed several key recommendations that overarch the work of the CLTSC. 5 recommendations were reviewed in the following areas:

Support for Community-based Governance;
Citizenship
Children
Community Capacity and Resources; and
Transition Priority.

All were approved in principle with minor revisions. The drafting team will bring changes back to the CLTSC for final approval.

Other Business
At 11:08 the CLTSC meeting was adjourned to allow CLTSC community members an opportunity to undertake private discussions.

The CLTSC reconvened at 2:05 p.m. Elaine Murray rejoined the meeting.

The Community Co-Chair reported verbally on the meeting of CLTSC community members. The meeting focused on issues of government relations, communications and completion of the project. The following motion resulted:

Motion #3
That the verbal report of the Community Co-Chair be accepted.
Moved, seconded, carried. Unanimous.

Action:
That a letter be sent from David Driscoll to the Minister reiterating the Committee's commitment to their mandate and outlining CLTSC issues and concerns.

Communications Issues
Discussion took place regarding the need for public consultations following completion of the CLTSC report. The following motion resulted:

Motion #4
That plans be made for CLTSC members to undertake a public consultation process in various communities following the completion of the CLTSC report, in order to inform the public of the CLTSC's recommendations and to gather public input.
Moved, seconded, carried. Unanimous.

Terry Robertson reported that the number of public inquiries received by the Communications Advisory Group has risen dramatically over the last week. Work Group members are unable to keep up with the volume of queries they are receiving.

Motion #5
That the Communications Advisory Group be provided with support to deal with the increasing volume of inquiries from the public about the CLTSC's work.

Moved, seconded, carried. Unanimous.

There being no further business, the meting was adjourned.

Steering Committee Minutes
September 19, 2002

Ministry of Children and Family Development
Community Living Transition Steering Committee
September 19, 2002
Plaza 500 Hotel – Vancouver

MINUTES

Attendees:

Cathy Anthony
Laney Bryenton
Linda Derkach
Jane Donegani-Short
Jo Dickey
David Driscoll (Co-Chair)
Cathy Grant (support – Leslie Erickson)
Muriel Hansen
John Kehler
Deanna Kratzenberg
Jeff Moulins
Garry Molitwenik
Elaine Murray (Co-Chair)
Terry Robertson
M. Lynn Rolko
(Greg Schiller – for Bryce Schaufelberger)
Roberta Scott
Tim Stainton
Ellen Tarshis
George Watts
Susan Whittaker
Doug Woollard

Regrets: Peter Cambridge, Al Etmanski, Alanna Hendren, Graham McMynn, Robin Syme, Bryce Schaufelberger

Project Support Staff
Frank van Zandwijk (Project Management)
Petra Young (Recorder/Communications Support)
Roberta Laughlin (Administrative Support)
Stan Remple (Community Project Director)
Richard Bridge (Consultant to TSC)
Doug Walls (Consultant to TSC)

Guests
Lynn Stevenson, Provincial Executive Director for Community Living

The meeting was called to order at 9:18 a.m.

Review of Agenda
David Driscoll requested permission to vary the order of the agenda.

Review of Previous Minutes
David expressed concern that some remarks attributed to him around government's position with respect to the budget issue in the minutes of the Sept. 6th meeting were not entirely accurate, and requested that the minutes be amended to properly reflect government's position. Permission was received.

Minutes of the September 13th meeting were reviewed. The following motion resulted:

Motion #1
That the minutes of the September 13th meeting of the CLTSC be adopted with the following addition:
Section 3, Other Business: That a bullet be added that indicates it was agreed that the letter be sent from David Driscoll to the Minister reiterating the Committee's commitment to their mandate and outlining CLTSC issues and concerns.
Moved, seconded, carried. Unanimous.
Business Arising

Ellen Tarshis reported that Minister Hogg addressed the Victoria Association for Community Living (VACL) on September 18th, and that the meeting went very well. The Minister spoke broadly and supportively about the work of the CLTSC. He recognized and gave tremendous credit to the Committee members for their contribution and dedication. He indicated his awareness of the challenges facing the community around budget cuts, and reiterated his commitment to the transition process and to finding new ways to deliver services that is more effective and cost-efficient.

It was noted that the VACL is one of two associations being honoured by Royal Roads for their contribution to community living. Ellen Tarshis is also being recognized for 20 years of service with VACL.

Elaine Murray was asked if the ministry had circulated a letter to staff regarding cuts to this year's community living budget. Elaine and Lynn Stevenson indicated that they were not aware of such a letter.

Action:
Elaine to investigate and report back at the next meeting.

Report From Meeting with Minister and Ministry Staff

David Driscoll shared with the CLTSC the text of a letter he faxed to the Minister on September 17, 2002. The letter set the stage for a meeting with the Minister later that day, and outlined some of the issues and concerns of the CLTSC, as well as stating their continued commitment to the process.

David reported that he, Lynn Rolko, Laney Bryenton, Doug Woollard and Doug Walls met with the Minister on the afternoon of September 17, 2002. Ed Masters, the Minister's Executive Assistant was also present. Elaine Murray and Chris Haynes, Deputy Minister, joined by teleconference.

During the meeting, the following areas were discussed:
CLTSC unanimity around the recommendations;
budget issues;
support of the community living movement for the process;
the preparation of an Memorandum of Understanding (MOU);
the definition of the term 'co-management'; and
the need for continued communications beyond September 30, 2002.

Chris Haynes indicated that Ministry will go before Treasury Board in November to outline how their budget targets will be met. Therefore, a plan must be in place and approved by the Minister by
October 31st. He proposed that a budget working group of four CLTSC members and four ministry staff be struck to work together to develop the budget plan.

It was agreed that a letter of intent should be drafted for the Minister's signature, including the following:

a commitment to work with the CLTSC to define the term 'co-management' and to begin development of an MOU immediately;
the capacity of the Interim Authority to deliver services;
the terms/mandate of a budget working group;
the continuity of some community members of the CLTSC to the Interim Authority;
a resonableness test to govern any involvement by community or CLTSC representatives in the budget planning process, and
the development of a unified communication strategy.

The meeting participants agreed that the meeting went very well, and that the Minister responded positively.

Review of Recommendations

Communications Advisory Group
Terry Robertson reported that the first videoconference would take place that evening. Six communities will participate.

Linda Derkach and Terry continue to return numerous calls to stakeholders. Several messages or calls are received each day. Most calls are from parents who are concerned for their son or daughter's future. It was noted that although many questions from callers cannot be answered definitively, it is still important to listen to concerns and provide support to individuals and families during the transition period. Consideration has been given to have a MCFD staff person return calls, but it was decided that a CLTSC member or a parent should return these calls. Any CLTSC member who can provide assistance should notify Terry.

Human Resources and Finance
Eight Human Resources and Finance Work Group recommendations encompassing the following areas were reviewed:
Resource Management Policy;
Financial Transfer Requirements;
Program Policy and Expenditures; and
Human Resource Considerations.

Six recommendations were approved in principle or with minor revisions. One was amended substantially and one may be replaced by a recommendation from the

Individualized Funding Work Group that addresses the same issue. The drafting team and the Work Group will bring changes back to the CLTSC for final approval.

Accountability and Information Transfer
Seven Accountability and Information Transfer Work Group recommendations were reviewed at the September 13th meeting. The final seven Accountability and Information Transfer recommendations encompassing the following areas were reviewed:
Accountability for Performance;
Determination, Standards and Evaluation of Services;
Key Accountability Mechanisms; and
Information Collection, Management and Use.

All were approved in principle or with minor revisions. The drafting team will bring changes back to the CLTSC for final approval.

It was noted that the CLTSC needs a determination on the transfer of files and information from the Ministry. This was determined to be a transition function.

That concluded the detailed recommendations from the Work Groups.

Strategic Concerns
Tim Stainton provided a recommendation on a name for the planning arm of the recommended governance structure. He suggested that, until the Interim Authority makes a final determination on the name, it would be easiest to use descriptive language for this function. Therefore, the macro level of the planning function will be referred to as the Planning and Support Commission. Local planning functions will be referred to as Planning and Support Centres.

Discussion ensued regarding the production of the final report. Due to time constraints, it was agreed that the Minister would be provided with a reading copy of the highest quality available on September 30th. Printed copies will be produced in the first two to three weeks of October and will be shared with the public. The Communications Advisory Group was asked to make a recommendation at the September 26th meeting regarding a process for community consultation to gather feedback on the report.

It was noted that thousands of volunteer hours have been invested in the CLTSC process to date, and that the CLTSC will be recommending to the Minister that the Interim Authority be structured to allow an honorarium be provided to Interim Board members. The Communications Advisory Group advised that one theme identified in the feedback received indicates a considerable concern in some areas that there is insufficient regional representation on the CLTSC. The Communications Advisory Group recommended that there be greater regional representation on the Interim Board of Directors.

Consideration was given to the transition period between September 30th and the appointment of an Interim Authority. Some next steps were discussed. First priority should be given to the drafting of the letter of intent from the Minister to establish and

MOU and create the terms and conditions of co-management. Subsequently, it is anticipated that the MOU could be developed and in place by the end of the month.

Four CLTSC members need to be identified to work with the Ministry on the budget plan to be presented to Treasury Board. This work must be completed by October 31st. It was suggested that of those four, one be a non-profit service provider, one be a private service provider and two be family members. Five nominations were received:

Doug Woollard
Lorraine Ward
Graham McMynn
Deanna Kratzenberg
Klaus Linemayr

A decision will be made at the next meeting.

David suggested it would also be useful to strike a four person committee to draft the letter of intent from the Minister and the MOU. The work of the group would take place between now and the end of the month. It was agreed the following individuals would participate on this committee:

David Driscoll
Laney Bryenton
Lynn Rolko
Doug Woollard

Doug Walls will serve in a staff capacity to assist in the drafting. Doug will take a first cut at drafting the letter by end of day tomorrow and work with the group to finalize it.

David noted that there will be an increased need for continuity of communications over the coming months as negotiations between the CLTSC and the ministry take place. There is a greater potential for rumour and mistrust to manifest itself during any negotiations, when ambiguity is at is greatest height. David expressed his confidence in the commitment of all CLTSC members on behalf of their communities.

The Minister has expressed a desire to mark the completion of the CLTSC report and the commencement of the next phase of planning with a signing ceremony, perhaps attended by the Premier. This will be discussed at the next meeting.

The drafting team will rework the global recommendations presented by David last week from five to four overall recommendations. The Communications Advisory Group was asked to bring recommendations to the next meeting on communications in the post-September period.

A meeting of the Strategic Planning Group may need to be convened before the next CLTSC meeting.

Several agenda items for the next meeting were noted. Lynn Rolko asked for and was granted 20 minutes at the end of the September 27th CLTSC meeting.

There being no further business, the meeting was adjourned.

Steering Committee Minutes
September 26 and 27, 2002

Ministry of Children and Family Development
Community Living Transition Steering Committee
September 26 and 27, 2002
Plaza 500 Hotel – Vancouver

MINUTES

Attendees:
Cathy Anthony
Laney Bryenton
Linda Derkach
Jane Donegani-Short
Jo Dickey
David Driscoll (Co-Chair)
Cathy Grant (support – Leslie Erickson)
Muriel Hansen
John Kehler
Deanna Kratzenberg
Jeff Moulins
Peter Cambridge
Robin Syme
Garry Molitwenik
Elaine Murray (Co-Chair)
Terry Robertson
M. Lynn Rolko
Bryce Schaufelberger (Greg Schiller – support)
Roberta Scott
Tim Stainton
Ellen Tarshis
George Watts
Susan Whittaker
Doug Woollard
Graham McMynn

Regrets: Al Etmanski, Alanna Hendren

Project Support Staff
Frank van Zandwijk (Project Management)
Petra Young (Recorder/Communications Support)
Roberta Laughlin (Administrative Support)
Richard Bridge (Consultant to TSC)
Doug Walls (Consultant to TSC)

Guests
Lynn Stevenson, Provincial Executive Director for Community Living

September 26th

The meeting was called to order at 9:23 a.m.

Review of Agenda
The agenda was adopted with the addition of two items.

Review of Previous Minutes
Minutes of the September 19th meeting were reviewed. The following motion resulted:

Motion #1
That the minutes of the September 19th meeting of the CLTSC be adopted with the following amendments:

Item 4, paragraph 5, bullet 4: amended to read 'the continuity of some community members of the CLTSC to the Interim Authority',
Item 6: the spelling of Klaus Linemayr's name be corrected,
The correct spelling of the word 'meeting' be inserted in the last line of the minutes.
Moved, seconded, carried. Unanimous.

Business Arising
The following names of entities in the recommended governance structure were confirmed:
Planning Support Commission
Planning Support Centres.
There is no 'and' in the titles.

Elaine confirmed that the Ministry has not circulated a memo to Community Living staff regarding cuts to the community living budget. It is believed that this report arose from a quote taken from the minutes of a Community Living Managers meeting that was misinterpreted.

In order to ensure accurate information is made available to staff, Elaine will send a memo in the coming week regarding the agreement between the Ministry and the CLTSC to appoint a joint budget working group of CLTSC/community members and MCFD staff to work on a budget plan.

Laney Bryenton provided an update on the meeting with the Minister that took place on September 24th. Laney was joined by other representatives of the Community Living Coalition. Chris Haynes, Deputy Minister and Elaine Murray also joined. It was considered by all to be a very positive meeting.

The Minister emphasized the importance on keeping an eye on the long term vision and outcome of the transition. Discussion included recognition of the ambiguity that will accompany the next phase of planning and negotiation, but also the great opportunity that it presents. The Minister acknowledged that the forthcoming legislation is not as specific as the community living sector had hoped. He suggested a way to mitigate community concern might be to include some of that information in a preamble to the legislation, and also in the Memorandum of Understanding (MOU) that is to be drafted between the CLTSC and the Ministry.

The Minister again acknowledged the CLTSC concern regarding the ministry budget targets, and indicated he will be bringing these concerns forward to Treasury Board. The CLTSC Budget Work Group is prepared to participate with the Ministry on developing a budget plan, provided it meets the 'reasonableness test' that was agreed to at the last meeting.

Doug Woollard gave a brief account of his meeting with the BC Government Employees' Union. Ellen Tarshis, Lorraine Ward, Doug Barr and Deb Foster attended. Don Philpott joined by phone. Doug presented the BCGEU with a graphic that gave an overview of the proposed structure of the new authority. He also reassured the Union that the new Authority would honour the successorship provisions of the Collective Agreement.

Questions arose about the number of social work staff that will be employed by the new Authority. Doug indicated he expected that there would be more than 200 but less than 300 positions in the new Authority. He emphasized that the CLTSC is looking for savings across the board, from services providers, through administrative efficiencies and other cost savings initiatives, as well as from a reduction in staff.

Doug reported that the Union indicated they are excited about the new structure and the opportunities it will afford to improve the service delivery system. They asked that, if possible, the CLTSC provide a message to staff regarding potential opportunities as soon as possible, so that affected staff may make informed decisions about applying for the Early Retirement Incentive program or Voluntary Departure program offered by the Ministry. The CLTSC committed to sharing any staffing information by December 1st.

Confirmation of Membership on Budget Work Group
Five nominations were received for the Budget Work Group at the previous meeting. Graham McMynn asked that his name be withdrawn. Two additional names were put forward. It was agreed at the Sept. 19th meeting that the group should include one non-profit service provider, one private service provider and two family members.

The following individuals agreed to stand:
Doug Woollard – service provider
Lorraine Ward – parent, L.M.
Bill Fildes – service provider
Deanna Kratzenberg – service provider
Klaus Linemayr – parent - Vernon
Doug Walls - support

It was agreed that the Work Group should be increased to five, from the original four proposed. CLTSC members expressed the importance of ensuring continuity by having primarily CLTSC members in the Work Group. It was agreed that Doug Woollard, Deanna Kratzenberg and Doug Walls should participate and identify between them the two external members of the group and report back to the CLTSC at the end of the meeting.

Terms of the MOU
At 10:30 a.m. CLTSC non-government members met for an in-camera session to discuss the letter of intent and MOU. Government members of the CLTSC and government support staff were asked to step out of the room during these discussions. The full meeting resumed at 11:45 a.m.

David Driscoll reported out on the in-camera session. Agreement was reached on the following process for finalizing the report and presenting it to the Minister:

the final draft of the report will be provided to the Minister on September 30th;
that within another two to three weeks the final version of the report will be produced, signed off by CLTSC members and provided to the Minister; and

that the Minister be encouraged to release the report to the public as soon as possible after receiving the final report.

It is hoped that by making this process public, the CLTSC and Ministry will avert enquiries from the media with respect to the contents of the report and decisions about the recommendations.

The ministry review of the report was discussed, and the following recommendations resulted:
that it would not be appropriate for CLTSC members to be involved in the review of the final report as they would be reviewing their own work;
that contrary to Motion #4 of the September 6th meeting, the CLTSC does not request a distinguished panel of experts be appointed to review the final report;
that the Minister focus on the following two areas when reviewing the report:
does the report recommend things outside of the mandate of the CLTSC that would preclude the Minister acting upon the recommendations; and
should the recommendations in the report to be implemented, how can it be improved by the Ministry so the objectives may be more richly realized.

Motion #2
That the report of the Chair be accepted.
Moved, seconded, carried. Unanimous.

Doug Walls reported that although some thought has been given to the terms of the MOU, it would be premature to discuss them at this time.

Review of Over-arching Principles of Report
Five recommendations and four statements make up the over-arching recommendations. The report has been constructed to reinforce these principles throughout.

The five global recommendations initially reviewed on September 14th were reviewed again to approve changes made by the drafting team. Two were approved and the remaining three required further minor amendments.

Review of Draft Report
The draft report was handed out. Doug Walls gave an overview of the format of the report. He advised that the wording of the summary recommendations is still in draft, and that comments and clarifications are welcome. The report is broken down into the following sections:

Opening Comments
Section 1 - A New Era for Community Living
Section 2 - The CLTSC
Section 3 - Core Recommendations
Section 4 - Financial Terms and Conditions of Transfer
Section 5 - Transition Committee Detailed Recommendations
Section 6 - Next Steps

Section 7 - Complete Reports of the Working Groups

Due to its size, Section 7 will only be included in a very few copies of the report.

The CLTSC adjourned to undertake initial reviews of the report individually. The meeting reconvened at 2:05. A line by line review of pages 5 - 15 commenced. Edits were noted by the drafting team.

Bryce Schaufelberger requested that the language in the report be revised to remove all reference to the term 'adult(s) with developmental disabilities', as it is a label. The CLTSC agreed to the use of the term once at the beginning of the document, for the purposes of definition, thereafter the report will refer only to adult or individual. A glossary will be included with the report that will define this and other terms that may need clarification.

A question arose about the working relationship between the Planning Support Centres, the provincial authority and communities. Lengthy and serious discussion ensued about the role of the Planning Support Centres, their physical presence in communities and how the process of determining eligibility and approval for individual plans would work.

Tim Stainton advised that Planning Support Centres are anticipated in 12 - 15 communities across the province, with a yet to be determined number of outreach workers either based in or making regular visits to smaller communities. Planners will assist individuals and families, those who desire it, to prepare a personal plan outlining the supports and services they require.

Eligibility and budget decisions will be made by provincial authority staff. It is expected there will be a minimal regional presence of the new Provincial Authority. Individuals will submit their plans, either by mail or electronically, to the new governance authority office for approval.

Linda Derkach expressed support for the vision and goal the of the CLTSC, but cautioned that the proposed structure would mean less, not more, local presence in communities and that, as one representative of small communities on the CLTSC, she was unable to support that. She also expressed serious concern about the viability of a model that includes two separate arms that appear to work independently of each other, as opposed to a model that reflects people working together in community.

Tim Stainton expressed his support of the model, indicating that creating a structural tension within a system will require people to be accountable. Such a systems model is fundamental and recognizable in many institutions in our society.

Further questions regarding the relationship between the Planning Support Centres and the eligibility process were posed. It was agreed that in order to provide clarity and further members' understanding, the CLTSC would begin the next day's meeting with several scenarios designed to test the new structure and its processes.

Further review of the final report will also continue on September 27th.

Friday, September 27th

It was agreed that the agenda for the day would be as follows:

Process of final review and submission of report
Test of the Individualized Funding Model
Ongoing Communications
Memo from Elaine Murray
MOU/Budget Work Groups
Other Business

Process of final review and submission of final report
It was agreed that the final report would be turned over to an editorial group consisting of the Work Group Chairs. The editorial group will provide assistance and comment to the drafting team on the current draft of the report. CLTSC members were asked to review the section on key recommendations over the weekend. This section identifies the major themes of the overall recommendations. Any comments or suggestions should be provided to the Work Group Chairs to be passed along to the drafting team.

The amended version will be provided to the Minister under David and Elaine's signature later next week, indicating that this is only a final draft, and not the final report. In the meantime, the final draft will be provided to members of the CLTSC for final review. The CLTSC will meet on October 22nd to vote on the report and sign a page to be included in the front of the report.

The final report will be provided to the Minister of October 23rd. It is hoped that an electronic version can be made available on the CLTSC and Ministry websites on the same day. It will take two to three weeks for the printed version to be produced. It is expected that hard copies will be available to the public in early to mid-November.

Test of the Individualized Funding Model
Four scenarios were presented by CLTSC members, providing examples that could be 'walked' through the proposed new governance authority structure. This exercise was intended to allow CLTSC members to understand how the new structure, with particular emphasis on the Planning Support Centres, could respond to differing situations and crises.

The examples included the following:
a private service provider three bed home in a rural location with a resident in medical crisis;
a family model home with a resident seeking new accommodation;
a single parent in a small community with a three year old with undiagnosed developmental delays; and
a single parent with a son who will turn 19 next July who is seeking individualized funding.

Each scenario was discussed by CLTSC members, and potential provincial authority responses and ways to assist or access services were discussed.

Some discussion followed on how to reflect the relationship of the Planning Support Centres and community in the report. It was agreed that the Centres provided a gateway or point of access into the new authority. David noted that some Work Groups, by the nature of their mandate, have been more closely involved in the development of this area than others. Therefore, some CLTSC members may not have had the benefit of the thinking and discussion behind the development of the structure. He stated that the three primary needs the CLTSC needs to see reflected in the new structure are autonomy, reciprocity and accountability.

Ongoing Communications

Terry Robertson advised that although the Communications Advisory Group does not have a section in the final report, the Group will be completing a report in early to mid-October. As the final videoconference will not take place until October 17th, the process of summarizing feedback and other Communications Group activities will conclude later than other Work Groups.

Terry shared 10 recommendations developed by the Communications Advisory Group for ongoing communications support and community relations beyond September 30, 2002:

Distribution of Final Report

That the CLTSC final report be distributed as follows:
Posting of report in downloadable format on CLTSC and Ministry websites;
Copies of report be made available at MCFD Community Living Offices;
Distribution of report through Association Offices;
Mailing of report upon request to Ministry.
In order to minimize printing costs, it is recommended that the report be printed in a format that photocopies easily.

Ongoing Dialogue with Community

That the Interim Authority undertake a series of community presentations to share information regarding the implementation of the new governance model.

That, in the period between September 30th and the appointment of the Interim Board of Directors, should CLTSC members wish to undertake meetings with community to share their experiences and the content of the report, they should be encouraged to do so, with financial support provided per the agreement in the letter of intent.

In view of the amount of time already committed by CLTSC members, and in recognition that communities' focus will now turn to the Minister's decision regarding the report, the Communications Advisory Group feels a formal consultation process with community regarding the report is inappropriate as the report is simply recommendations setting the stage for building to begin.

Hiring of a Communications Manager
That the Interim Authority proceed, as soon as possible, to hire a full time communications manager to lead this process, with a budget to access additional resources if necessary. It is suggested that this position report directly to the Interim Chief Executive Officer, and work closely with the Interim Authority and the Ministry Communications Branch to coordinate a unified communications approach around the devolution of community living to a provincial authority.

Establishment of Communications Advisory Group
Once the Interim Authority is established, it is recommended that a Communications Advisory Group be struck to provide direction and continuity to the Communications Manager.

Regional Representation on Interim Board of Directors
That the composition of the Interim Board of Directors be expanded to provide for greater regional representation as consistent with other CLTSC recommendations. It is suggested that any Board seats that become vacant should be reassigned in this fashion.

Continuance of CLTSC Website
That the CLTSC website be continued through the Interim Authority phase to the permanent authority, at which time it will become the official site of the new provincial authority. The Communication Advisory Group requests the CLTSC seek confirmation from the Ministry that funds to maintain the CLTSC website be set aside for the period immediately after September 30, 2002.

Requests for Information or Assistance
The Communications Advisory Group recommended at the September 20th CLTSC meeting that a parent who is familiar with the work of the CLTSC be hired on contract to return calls and share information with stakeholders. Maria Glaze, a parent and advocate for people with developmental disabilities, has been hired to perform this function to a maximum of ten hours per week through October 31, 2002.

Feedback Forms
That all feedback be analyzed by ministry staff, key trends and comments be summarized (by region and as a whole) and a written report to be presented to the Interim Authority for their information and action.

CLTSC Bulletins
That the Communications Manager, under the direction of the Interim Authority, continue to develop these bulletins on an as needed basis.

1-800 Number
That the Ministry continue to refer all calls related to the work of the Community Living Transition Steering Committee to Maria Glaze through October 31, 2002, and that the usefulness and viability of maintaining 1-800 access be reassessed by the Interim Authority at that time.

Motion #3
That the recommendations of the Communications Advisory Group be accepted.
Moved, seconded, carried. Unanimous.

The videoconference on September 26th was very successful. It was noted that David, Elaine, Cathy Anthony, and Jane Donegani Short are not available to attend the October 10th videoconference. John Kehler will participate from the Revelstoke site. It was agreed that Elaine would determine the Deputy Minister's availability to participate.

Terry will work with Ernie Baatz to ensure that the website reflects the new language around labels as agreed the previous day.

Memo from Elaine Murray
The CLTSC asked that Elaine clarify what would be included in the memo to community living staff regarding cuts to this year's budget. Lynn Stevenson shared a draft of the memo:

The Community Living Transition Steering Committee is finalizing its recommendations to Minister Hogg.

The next stage of the transition process to community living governance is the evaluation of the TSC report and recommendations.

It is important that we continue on our present course. The ministry has committed to a moratorium on the budget reduction process unless all parties are in agreement, and that process will remain in place until the evaluation of the TSC report is completed and a plan to move forward is finalized.

The CLTSC supported the wording.

MOU/Budget Work Groups
It was agreed that the group working on the MOU should also be responsible for determining some form of recognition for the non-CLTSC members of the Work Groups. A thank you letter was suggested.

This group will also be responsible for developing the signing ceremony with the Minister.

Doug Woollard advised that all six nominees identified on September 26 will participate in the Budget Work Group, although Doug Walls will serve as staff support rather than as a work group member. Doug Woollard will sit down with the Ministry to identify a work plan.

Other Business
David asked CLTSC members to consider if they are prepared to sit on the Interim Authority, assuming the terms are acceptable. It is anticipated that Interim Board members will be entitled to compensation for their participation. However, he noted

that individuals' ability to continue will still be based on Ministry guidelines. Cathy Grant, Jeff Moulins and Bryce Schaufelberger indicated they wish to participate.

Action: Frank van Zandwijk to send an email note to members asking for expressions of interest by September 30th.

Action: Frank to determine if individuals on DBII would be able to keep compensation.

David expressed his appreciation on behalf of the CLTSC for the excellent support of Elaine Murray and Ministry staff over the past five months. He also thanked all CLTSC members for their time and expertise, and expressed his gratitude for the opportunity to be involved in the process.

There being no further business, the meeting was adjourned.

Steering Committee Minutes
October 22, 2002

Ministry of Children and Family Development
Community Living Transition Steering Committee
October 22, 2002
Plaza 500 Hotel – Vancouver

DRAFT - MINUTES

Attendees:

Laney Bryenton	Robin Syme, A/Co-Chair
Jane Donegani-Short	Garry Molitwenik
Jo Dickey	M. Lynn Rolko
David Driscoll (Co-Chair)	Bryce Schaufelberger
Cathy Grant (and support person)	Roberta Scott
Muriel Hansen	Tim Stainton
John Kehler	Ellen Tarshis
Deanna Kratzenberg	Susan Whittaker
Jeff Moulins (and support person)	Doug Woollard
Peter Cambridge	Graham McMynn
Al Etmanski	

Regrets: Terry Robertson, Cathy Anthony, Elaine Murray, George Watts

Project Support Staff
Frank van Zandwijk (Project Management)
Petra Young (Recorder/Communications Support)
Roberta Laughlin (Administrative Support)
Doug Walls (Consultant to CLTSC)
Stan Remple (Consultant to CLTSC)

Guests
Lynn Stevenson, MCFD Provincial Executive Director for Community Living

The meeting was called to order at 9:30 a.m. Robin Syme brought regrets from Elaine Murray, who is attending a meeting in Fredericton on behalf of the Deputy Minister. Robin will act as Co-Chair on behalf of Elaine.

Review of Agenda

The agenda was adopted with several additions. As several CLTSC members were delayed due to poor weather conditions, David Driscoll requested permission to vary the agenda to address information items first.

Review of Previous Minutes

Minutes of the September 26th/27th meeting were reviewed. The following motion resulted:

Motion #1

That the minutes of the September 26th/27th meeting of the CLTSC be adopted with the following amendment:

That item 3, second to last paragraph be corrected to reflect John Kehler participated in the October 10th videoconference from the Revelstoke site.
Moved, seconded, carried. Unanimous.

Business Arising
David Driscoll announced that Bill 65, Community Services Interim Authorities Act, was introduced in the Legislature on October 21st. This Bill will enable the creation of interim governance authorities for the Child and Family Development, Aboriginal and Community Living Services areas. It is anticipated that the second reading may be as soon as the afternoon of October 22nd. Minister Hogg made introductory comments and acknowledged the work of the Community Living Transition Steering Committee. Robin advised that the Minister asked that CLTSC members read through the introductory comments (copy of Hansard Draft Transcript was provided) and provide any feedback prior to the second reading. Ellen Tarshis, Lynn Rolko and Roberta Scott attended the reading of the Bill. A small reception was held afterwards in the Minister's office.

Terry Robertson is in hospital and best wishes for her speedy recovery were expressed.

The final videoconference took place on October 17th in Richmond. Minister Hogg participated in the first ½ of the conference. He took the opportunity to publicly indicate his commitment to the CLTSC objectives. Questions from communities focussed on budget challenges, safety and standards issues and concerns about future service delivery as well as the new Authority's presence in communities.

Minister's Letter - October 2, 2002
A copy of the Minister's letter to the Community Living Transition Steering Committee (CLTSC) dated October 2, 2002, was shared. The letter indicates the Minister is looking forward to receiving the CLTSC draft report and that a review process, led by Assistant Deputy Minister David Young, has been put in place. A copy of the letter will be included in the correspondence binder.

Action
MCFD will advise the CLTSC who the other members of the review panel are once they have been identified.

Motion #2
That the CLTSC receive the Minister's letter dated October 2, 2002.
Moved, seconded, carried. Unanimous.

Correspondence
David advised that letters have been received from Alanna Hendren and Linda Derkach submitting their resignation from the CLTSC. David has accepted their resignations and responded to each by letter. Copies of the incoming correspondence and David's responses will be included in the correspondence binder.

David Driscoll shared copies of the cover letter he included with the final draft of the report that was presented to the Minister on October 7th. The letter will be included in the correspondence binder.

Short biographies of each CLTSC member will be included in the final report. Some bios have already been collected. Doug Walls circulated the bios and asked that each CLTSC member provide a final version of their bio be end of day.

Review of Final Draft of the Report
David mentioned that although George Watt was unable to attend the CLTSC meeting, he is very much in support of the report, and the signing page will be made available to him so his signature can be included.

The final draft of the report was couriered to all CLTSC members on September 7th for their review and final comments to the drafting team. Bryce Schaufelberger has highlighted a number of areas where labelling language is still a concern. These edits will be incorporated into the final document.

A final review of Section 6, Major Themes, took place. A number of small edits were made to the wording of the 24 key elements of the report. One re-write was completed.

David asked members to consider if they could identify anything that was missing from the report. David suggested the addition of an over-arching resolution on resourcing be included. It was agreed that a new recommendation should be included in the Global Recommendations titled 'Resource Transfers'. Doug Walls will draft the resolution and share the wording by email with the CLTSC.

Al Etmanski advised that he felt there were two elements missing from the report:
An indication of the role of the Authority with respect to federal/provincial relations around community living issues;
An external review process for the new Authority.

It was noted that some language regarding federal/provincial relations is included in the terms of the Joint Policy Directorate with Special Needs. It was agreed that this language could be adapted and inserted into Key Elements 17 and 19.

Discussion ensued regarding the need for an external evaluation process to monitor and asses the effectiveness of the new Authority. The following motion resulted:

Motion #3
The CLTSC recommends that the Minister require the new Authority to institute an external evaluation process that will evaluate the success and effectiveness of the new Authority, and that the reporting-out date of the evaluation be within three to five years of the Authority being established.
Moved, seconded, carried. One contrary.

David thanked the drafting team, on behalf of the CLTSC, for the tremendous work spent in preparing the final report in such a tight time frame, and for the quality of writing and design of the finished product.

Approval and Signing of Final Report
A preamble signed by David and Elaine will be included in the front of the final report. Individual letters of transmission from David and Elaine will accompany the report. Doug Walls read out parts of the draft of the preamble for CLTSC consideration. Concern was expressed about the language used to describe the roles of Ministry staff who participated on the CLTSC and their support of the report. After consultation amongst MCFD staff, changes to the wording was proposed and agreed upon.

The signing sheet for inclusion in the front of the report was circulated.

Joint Budget Working Group
Doug Woollard gave an update on the progress and activities of the Joint Budget Working Group. The Group has completed five days of positive and productive meetings. A report has been completed and will be presented to the Minister for his consideration. The recommendations that are going forward meet the Ministry's financial objectives within a framework of successful, safe transition that CLTSC representatives participating on the Joint Budget Working Group believe will be supported by the community.

Doug noted that the detailed report was prepared at the request of the Minister and is considered a Cabinet document. Therefore, its release is at the discretion of the Minister and the report cannot be shared at this time. However, Doug distributed a short memo (link to document) that summarized the key points of the report. This memo will be included in the final CLTSC report as an addendum.

David thanked the members of the Joint Budget Working Group for their hard work and excellent achievements. He noted that the successful collaboration of community members and Ministry staff in this area is indicative of the type of success that can be achieved in the future co-management of community living services by the Interim Authority and the Ministry.

Next Steps
Potential dates for a ceremonial presentation of the report to the Minister were discussed. Wednesday, November 13th at 11:00 a.m. was chosen. The event will mark the completion of the CLTSC report and the commencement of the implementation phase. CLTSC members emphasized that the event should be inclusive of community members, and given the current fiscal climate, modest in nature.

It is hoped that the Premier will be able to attend the event. Petra Young will work the CLTSC to develop the event.

Other Business

John Kehler gave an update on the progress of the Joint Policy Directorate on Children with Special Needs. An Interim Joint Policy Directorate has been formed. Initial meetings took place on September 30th and October 18th. The next meeting will be October 24th. John has been asked to Co-Chair the Interim Directorate. He noted that some members of the Interim Joint Policy Directorate may only serve on the Directorate until permanent members of the Child and Family and Aboriginal Interim Authorities are appointed.

John expressed concern about the magnitude of the work to be accomplished on the Directorate, and the impacts of impending budget cuts to children's services. In particular, he noted that the budget for Supported Child Care is being cut by 28%, an amount he felt would precipitate the demise of the program in small communities.

He also noted that the issue of which governance authority would serve Children in Care with Special Needs has not been resolved. It was determined that the CLTSC needed to set a framework in place to address this issue immediately.

The following two motions resulted:

Motion #4
That a Work Group composed of CLTSC members be formed to address the issue of Children in Care with Special Needs, to work with the Ministry to resolve this issue prior to November 8th.
Moved, seconded, carried. Unanimous.

The Work Group will consist of John Kehler, Laney Bryenton, Cathy Anthony, Doug Woollard and supported by Doug Walls.

Motion #5
That a Work Group composed of CLTSC members be formed to develop a strategy around the issue of budget cuts to Supported Child Care. The strategy will include the drafting of a letter of intent to the Interim Joint Policy Directorate for the Minister's signature regarding Supported Child Care.
Moved, seconded, carried. Unanimous.

The Work Group will consist of John Kehler, Laney Bryenton, Tim Stainton, Doug Woollard and supported by Doug Walls.

Release of Report
It is anticipated that the final report will be provided to the Minister on Thursday or Friday of this week. It was noted that the report cannot be released to the public without the permission of the Minister. Once the report has been delivered, David will work with the Minister's office to ensure the report is made available as soon as possible.

Motion #6

It was agreed that a very short, plain language summary of the final report should be produced prior to the November 13th event. An individual with expertise in writing plain language documents will be contracted to complete the work.
Moved, seconded, carried. Unanimous.

Frank van Zandwijk requested that consideration be given to who might work with the Legislative drafting team on next year's permanent legislation, as well as on the drafting of regulations for Bill 65. David noted that the Minister first needed to appoint members to the Transition Planning Group or the Interim Authority.

Closure
David thanked Ministry staff for their participation and support throughout the CLTSC process. He noted that the final report was a better product as a result of the collaborative relationship between community and the Ministry.

He also thanked Doug Walls, Stan Remple and Richard Bridge for their excellent work in drafting the report, as well as for their continued vision.

Finally, David thanked the members of the CLTSC for their collective contribution, noting that they were responsible for creating a visionary piece of work on behalf of the community living. He also acknowledged how honoured he was to have been involved in this process, and his sense of responsibility to the individuals, families and communities they all represent.

Gary Molitwenik thanked David for his leadership, knowledge and dedication on behalf of the CLTSC and the entire community living movement.
There being no further business, the meeting was adjourned.